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1999-2000

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* Appointments effective July 1, 1999.


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On behalf of my fellow Council members, I am pleased to present the 1999 Annual Report of the State Council of Higher Education for Virginia.

The report’s theme “Strategies for Excellence: Advancing Virginia Higher Education” aptly describes the motivation behind the Council’s important work this past year.

The people of Virginia have access to a system of higher education that is respected highly across the nation and throughout the world. The quality of Virginia’s colleges and universities is the result of a legacy of careful planning, visionary leadership and creative policies.

The Council of Higher Education recognizes the need to build upon this legacy. We are mindful that our policies must preserve the system’s existing reputation and create incentives for higher education to embrace a dynamic future. We also know that our decisions impact future generations of Virginians.

In the 1998-1999 academic year, the Council developed a number of strategies designed to advance our excellent system of higher education.

These strategies were developed in cooperation with Virginia’s colleges and universities as well as with many others interested in enhancing Virginia’s system of higher education. The Council has sought to balance the need for the flexible use of financial resources by institutions with a healthy concern that every student receive a solid academic experience.
During the past year, for example, the Council approved a forward-looking strategic plan for Virginia’s entire system of higher education. The 1999 Virginia Plan praises the excellent work being done at most of Virginia’s institutions. The plan also challenges our colleges and universities to provide academic programs that demonstrably add value to a student’s knowledge, abilities and skills.

The Council also listened to colleges and policy makers regarding the weaknesses of Virginia’s current method of funding higher education. In response, the Council carefully developed an alternative performance-based funding model. This creative new policy provides public institutions with the tools, flexibility and incentives to better manage their affairs. The model also ensures accountability for the efficient and effective use of taxpayer-provided resources.

In addition, the Council conducted a unique descriptive study of general education at Virginia’s public and private institutions. The extensive study saluted the current strengths in Virginia’s general education programs. It also provided constructive recommendations to institutions’ governing boards of visitors for increasing the educational impact of general education curricula.

In adopting these and other initiatives, the Council seeks not only to encourage, but to ensure that Virginia’s system of higher education remains among the best in the world in terms of quality, access, affordability and accountability.

Simply put, the Council did its job this past year. We analyzed the strengths and soft spots of our existing system, challenged policy makers and our institutions of higher learning, and encouraged creative thinking to make a great system even better. The Council continues to provide appropriate policy options for the people of Virginia and their elected representatives.

Now, and in the future, the State Council of Higher Education for Virginia remains committed to working with the Commonwealth’s public and private colleges and universities, as well as with the Governor, members of the General Assembly and others, to advance Virginia’s higher education system to the next level of educational excellence.

John D. Padgett

John D. Padgett has been Chairman of the Council since August 17, 1998. He has served as its vice-chairman, chaired the Council’s Resources and Outreach Committees, and currently chairs the Executive Committee. Mr. Padgett was first appointed to the Council in 1995, and was reappointed in August 1999 for another four-year term. Mr. Padgett is a partner in the Norfolk office of the law firm McGuire, Woods, Battle and Boothe. He also is a member of the Governor’s Blue Ribbon Commission on Higher Education. Mr. Padgett holds a law degree from Washington & Lee University, and a B.A. in Economics from the University of Virginia.
This annual report surveys the Council of Higher Education’s major accomplishments and other prominent initiatives and activities in 1998-1999.

One of the two primary functions of the Council is making public policy recommendations about Virginia higher education. This annual report presents highlights of the Council’s significant policy initiatives during the past year -- our enterprising 1999 Virginia Plan for Higher Education, our innovative performance and incentive funding model, and our distinctive General Education study.

The Council’s other main responsibility is administering a variety of important educational programs. This report includes highlights of recent Council successes -- such as making it easier to bring a wider array of high-quality, distance-learning courses to Virginians through the Southern Regional Education Board’s Electronic Campus. The Council also hosted two successful Boards of Visitors Conferences, an exciting Outstanding Faculty Awards Ceremony, and an unprecedented systemwide higher education conference at Natural Bridge.

Throughout the past year, the small, highly qualified staff at the Council has been extraordinarily productive. Their dedication and excellent work helped enable the Council to lay a strong foundation for the upcoming 2000 agenda. That agenda includes proposing institutional operating budgets based upon a new funding model; developing new quality assessment and performance measures for the institutions and the Council itself; enacting recommendations from internal reviews of academic, financial aid and other programs to make them more efficient and effective; and working internally and externally with Virginia colleges and universities to follow through on the Council’s own strategic plan as well as the systemwide strategic plan for Virginia higher education.
We will continue to work cooperatively with the Governor’s Blue Ribbon Commission on Higher Education, the Legislative Joint Subcommittee Studying Higher Education Funding Policies, and others to pursue creative strategies for enhancing educational excellence at Virginia’s colleges and universities.

The Council has set a forward-looking agenda that challenges the staff to expand continually their skills and knowledge in order to help create policies and programs that will fulfill the Council’s aspirations for Virginia higher education. This annual report shares some of the seminal work that guides these efforts. You also can learn more about the State Council of Higher Education by visiting our state agency’s Internet website at www.schev.edu.

As we develop policies and administer programs, the Council asks Virginia colleges and universities to learn from and use the feedback they receive. We, too, can benefit by listening to the input of others about our efforts. We welcome your comments about the Council and its work.

Better still, we encourage your active participation in ongoing efforts to advance Virginia higher education.

Phyllis Palmiero

Phyllis Palmiero has been Acting Director since her appointment by the Council, August 2, 1999. She has been Deputy Director for Administration since September 1998. Prior to joining the Council staff, she was Deputy Director for Policy at the Virginia Department of Planning and Budget, where she also was Education Manager and Senior Analyst. She also has worked as an Associate for Salomon Brothers, Inc. on Wall Street, in addition to having been a Budget Analyst in New York City’s Office of Management and Budget. Ms. Palmiero holds an M.B.A. in Finance and a B.A. in Economics from Fordham University.
COUNCIL MISSION STATEMENT

To promote the development and operation of an educationally and economically sound, vigorous, progressive, and coordinated system of higher education.

The State Council of Higher Education for Virginia is the Commonwealth’s coordinating body for higher education. Established in 1956 by the General Assembly and the Governor, the mission of the Council, as outlined in the Code of Virginia, is “to promote the development of an educationally and economically sound, vigorous, progressive, and coordinated system of higher education” in Virginia. In practice, that means the Council serves as a catalyst and helps government officials, educators, and other leaders to work cooperatively to advance excellence in higher education for the benefit of all Virginians.

The Council of Higher Education has 11 volunteer members who are appointed by the Governor for four-year terms. The Director, who is appointed by, and works for the Council, manages the state agency’s 44-member professional staff. The Council has a $3.4 million budget to conduct its policy analyses and program operations, and administers $53.5 million in grants and appropriations for Virginia higher education.

The Council of Higher Education has many statutory responsibilities. It advises the Governor and General Assembly on higher education issues by making policy recommendations in such areas as capital and operating budget planning, enrollment projections, and student financial aid. It reviews and must approve or disapprove all new academic programs proposed by any public institution of higher education in Virginia. It coordinates or participates in various state, national and international studies. The Council also administers or helps implement numerous higher education programs that have a positive impact on students and faculty, parents, taxpayers, workers and businesses throughout Virginia.

As it seeks to enhance Virginia’s position at the forefront of American higher education, the Council adheres to the following philosophy:

◆ Collaborate with colleges and universities;

◆ Respect at all times the autonomy and legal authority of the institutional Boards of Visitors and Trustees;

◆ Encourage institutions to be entrepreneurial and innovative; and

◆ Promote communication and decentralization before regulation.
The work of the Council also is organized by the agency’s Strategic Plan, which was adopted unanimously by the Council on November 17, 1998. The Strategic Plan is the result of an active and focused assessment conducted by the Council over several months in the summer and fall of 1998. That assessment and ongoing conversations led to the development of goals, objectives and strategies necessary for the Council of Higher Education’s successful implementation of its mission in the future.

The Council’s Strategic Plan identifies three fundamental guiding principles -- Quality, Access and Affordability.

**Quality**

The Council works to enhance an already robust and vigorous higher education system by maintaining the distinctive missions of each of the constituent institutions, yet bringing these institutions together to solve common systemwide problems. We seek to assure that each institution is performing at the highest possible level in terms of the quality of instruction and service to students, and the creative contributions through research and public service. The Council also is committed to the development of institutional human resources -- faculty, staff and administrators -- through the advisory committees that the Council convenes and coordinates.

**Access**

The Council strives to maximize the potential for access to higher education for all citizens of the Commonwealth. We work with the institutions, the Virginia Department of Education, elementary and secondary schools, and others to ensure that K-12 students seeking a higher education are adequately prepared to do college work. The Council also strives to ensure that academic programs of all kinds are available through a variety of instructional approaches to serve a diverse range of students -- traditional in age, non-traditional in age, part-time, place-bound, etc. -- in strategic locations throughout Virginia.

**Affordability**

The Council and its staff participate in the development of the Commonwealth’s policy on higher education funding, focusing on ways to keep a college education within reach of Virginians. We seek to rationalize public budgeting procedures that fund Virginia colleges and universities. The Council also works to meet all need-based financial aid requirements and to ensure that any Virginia student who has the potential to complete a degree may do so at public institutions without incurring an excessive debt load.
The 1999 Virginia Plan for Higher Education: Advancing the System of Higher Education in Virginia demonstrated what communications and collaboration can accomplish.

During the past year, the Council fulfilled its statutory charge to develop a vision for Virginia higher education. Such a strategic plan, required to be updated every two years, had not been prepared in over half a decade.

The 1999 Virginia Plan was created through an exhaustive statewide outreach effort led by the Council. Educators from public and private colleges and universities, students, state government officials, business leaders and others participated. In a variety of forums, these constituents met and provided the Council with valuable insights, comments, and constructive suggestions.

“The 1999 Virginia Plan focuses on the Commonwealth’s public policy framework for higher education,” said Anne Marie Whittemore, chair of the Council’s Planning Committee. “The Plan’s goals and recommendations are premised on our conviction that the Council’s focus ought to be on broad policy to enhance our system of colleges and universities, and to support the plans of each of our fine institutions.”

The Plan seeks to advance Virginia higher education through five key goals:

1. Maximize the opportunities for strategic decision-making at all public colleges and universities by promoting decentralization within a context of continuous quality assessment.
2. Strengthen the ongoing assessment of the programs and units at Virginia’s colleges and universities by focusing on outcomes and value-added analysis.

3. Anticipate the future needs of all constituents of higher education through improved systemwide planning.

4. Encourage collaborative programming across institutions.

5. Evaluate capital infrastructures at public and private institutions for the purpose of assessing system capacities and options for delivering academic programs.

“These goals, taken together, aim to create a public policy environment that rewards institutions for innovation, high-quality outcomes, and efforts at cost-containment, while ensuring systematic, participatory planning and vigorous accountability,” observed former agency director William B. Allen.

After each of the five goals, the Plan lists specific recommendations and strategies. The full set of goals and specific recommendations for achieving them -- as well as the text for the entire 1999 Virginia Plan -- can be easily accessed on the Council’s Internet website at www.schev.edu/wumedia/99vaplanfinal.pdf.
For most of the 1990s, funding for Virginia higher education has been widely recognized as uncertain, inconsistent and fragmented. To address these concerns, and meet its own statutory obligations, the Council undertook the formidable task of devising a new funding approach for Virginia’s public colleges and universities. This nearly year-long effort culminated with the Council’s unanimous adoption of a new Performance-Based Funding Model.

A motivating philosophy behind the Council’s funding model for Virginia higher education is to encourage institutions to be more entrepreneurial and innovative. “We’re charting new territory here. We’re applying free-market principles to higher education,” said Kate O. Griffin, chair of the Council’s Resources Committee.

There are three key features to the Council’s funding approach.

The new model deregulates the funding process by providing taxpayer resources to Virginia’s public colleges and universities in the form of a block grant. This approach builds on Virginia’s nationally recognized track record of excellence in higher education. It frees public colleges and universities from bureaucratic rules and innovation-stifling regulations, thereby increasing their ability to allocate resources efficiently and creatively in pursuit of their unique institutional missions.

The model also provides the stable and predictable funding that Virginia’s public colleges and universities have long stated they need to remain among the nation’s best. Knowing how much state funding they will receive each year will enable colleges and universities to plan more strategically and systematically for the future. Each institution’s performance grant will be set at a level that will adequately fund its current scope of operations. In addition, the performance grant will be increased annually to guard against the effects of inflation. Any significant changes in an institution’s mission or scope of operations will trigger a reassessment of the adequacy of its performance grant.
Finally, the model holds Virginia’s public institutions of higher education accountable for the results they accomplish with the public funds entrusted to them. Institutions will be required to meet and adhere to stringent financial and academic auditing procedures. Moreover, their performance across a broad range of common, but nonetheless institution-specific outcome measures will be reviewed annually. In addition, a pool of funds, the size of which will be determined annually by the Governor and the General Assembly, will be set aside as incentive funding. The incentive funds would be in addition to, or on top of, an institution’s block grant. The incentive funds would be awarded to institutions that exceed institution-specific performance standards, thereby challenging institutions to strive for excellence and continuous improvement. These incentive funds then become part of an institution’s base-budget in the next year.

The Council believes that these and other innovative features make its Performance-Based Funding Model a better alternative to the current ad-hoc mechanisms being used to fund higher education in Virginia.

The Council will use its new Performance-Based Funding Model when advising the Governor and General Assembly through its institutional budget recommendations for the 2000-2002 biennium.

Further information about the Council’s Funding Model is available on the Council’s Internet website at www.schev.edu/wumedia/fundingmodel.pdf.

“We want to take off the burden of unnecessary state regulations and allow institutions to be more innovative, while still holding them accountable for their performance.”

Kate O. Griffin, Chairman of Council’s Resources Committee
The Council’s leadership in higher education was evident once again in 1999 through its innovative study, *General Education in Virginia: Assessment and Innovation, A Challenge to Academic Leadership.*

The study’s in-depth analysis describes the current rationale, structure, and assessment of each participating institution’s general education program, which includes such subjects as English, sciences, mathematics, history, humanities and foreign languages. The study collected descriptive information on the general education programs from all of Virginia’s public colleges and universities, and from a high percentage of the private colleges. The study also raises fundamental questions about the quality of the education Virginia undergraduates receive outside their majors.

Key findings of the Council’s study include:

- Virginia’s college students are following a stronger core curriculum than some have suggested;
- Virginia’s colleges and universities are “ahead of the curve” in increasing the structure of, and focusing student choices in, their general education programs; and
- Virginia’s general education programs fare well compared to those in other states.

The study also contains detailed information on the courses actually taken by students to fulfill their general education requirements. In this way, the study provides a measure of the “experienced” general education program as opposed to the “paper” program others have cited by only reviewing an institution’s course catalog.

“As far as we know, Virginia is the first state in the nation to take such an extensive look at what students actually are taking to fulfill their institution’s general education or core knowledge requirements,” said Council Chairman John D. Padgett.
To develop benchmark standards for good practice in general education, the Council drew upon the standards for good practice developed by the Association of American Colleges and Universities and the American Academy of Liberal Education.

The Council’s General Education Study makes the following Recommendations for Institutions and their Boards of Visitors:

- State and make widely known across campus the rationale and student learning goals for general education programs;
- Define what is meant by an educated person;
- Define strategies to meet student learning goals;
- Require students to complete at least 40 credits in general education;
- Set criteria that determine which courses are appropriate for general education, and periodically review those courses to determine if they continue to meet the goals of the general education program;
- Require that all students gain competency in writing, oral communication, mathematics, natural or physical sciences, social sciences, foreign languages (through the intermediate level), humanities, and history (including US history), in ways that best meet institutional curricular rationales and designs;
- Provide funds for faculty development related to general education programs;
- Develop mechanisms for faculty oversight, periodic review, and revision;
- Develop ways to strengthen faculty ownership of the general education program or courses within it;
- Use multiple methods to assess programs and use data gathered to improve them;
- Ensure that class size is appropriate to subject matter, level of instruction, and the need for class discussion; and
- Request periodic reports on how well students meet the general education goals set by the institution.
The Council also makes the following general recommendations concerning areas in which institutions might focus attention in improving their general education programs:

1. Each institution should emphasize acquiring intellectual skills as an important rationale for a general education program.

2. Each institution should include a rationale for general education discussion of its general education program’s importance to our polity, our economy, and our cultural heritage.

3. Each institution should ensure that students gain breadth of knowledge through the general education experience, as a complement to the depth of knowledge gained through the major.

4. Each institution should develop its own appropriate balance of emphasis on skill development and emphasis on content knowledge in its general education program.

5. Each institution should judge deliberately when such special features as honors courses, freshman seminars, and service learning are appropriate for a general education program and include review of those special features in assessments of the general education program.
Each institution should examine the number of course titles that may satisfy each general education requirement and seek to limit the range of such choices.

Institutions with general education requirements that vary among multiple units or by degree type should seek to minimize those differences in general education requirements.

Each institution should review its practices with respect to placing out of general education requirements and limit the percentage of requirements that may be satisfied in this way.

Each institution should establish clear oversight responsibility for its general education program.

Each institution should formally review its general education program as part of the institution’s regular cycle of academic program reviews and conduct a comprehensive review not less than once each decade.

Council staff will alter its data collection from the institutions so that its inventory will reflect the courses meeting general education requirements.

The Council’s two-volume general education study consists of almost 200 pages of text, tables, and charts. The study provides for comparison of general education at Virginia’s public colleges and universities, 20 private, not-for-profit institutions, and seven for-profit institutions.

The Council’s complete General Education Study is available on its Internet website at www.schev.edu/wumedia/genedstudy.pdf.
The Council worked successfully in the 1999 Session of the General Assembly to provide Virginians easier access to high-quality distance learning opportunities through the Southern Regional Education Board’s Electronic Campus.

Since its inception two years ago, the Electronic Campus has grown to 2,000 courses and 75-degree-granting programs offered by institutions in the 16 SREB states. Through the Electronic Campus, students of all ages in Virginia can study at some of the best colleges and universities in the South -- and never have to leave their homes or offices.

The Council’s legislation, which was sponsored by Senator Jane H. Woods and Delegate Robert Tata, streamlined the administrative hurdles for institutions in SREB member states that wish to offer courses in Virginia through the Electronic Campus. Because the Governor and General Assembly enacted this change, SREB course offerings in Virginia are now automatically approved, so long as a course has been accredited by the institution’s home state and meets a set of “Principles of Good Practice.”

The SREB’s Electronic Campus is the nation’s largest and most successful marketplace of distance-learning courses. Through this innovative initiative, almost 20,000 students are enrolled in courses offered over the Internet, via video and other electronic means.

Virginia colleges and universities currently offering accredited courses through the Electronic Campus are: Blue Ridge Community College, Central Virginia Community College, Christopher Newport University, J. Sargeant Reynolds Community College, James Madison University, Mountain Empire Community College, Northern Virginia Community College, Old Dominion University, Patrick Henry Community College, Southwest Virginia Community College, and Virginia Tech.
The Council hosted two meaningful and successful educational programs for members of Virginia’s boards of visitors this past year.

These semiannual sessions help board members better understand and exercise their important governing responsibilities. Areas of instruction regularly include the institutional budget process; auditing procedures; communications by the boards and presidents, faculty and administrators; curricular issues; assessment of student learning outcomes, “best practices,” the legal obligations of board members, and other major policies, ideas and issues in higher education. The Council continues to work to increase the breadth and depth of these educational sessions, since boards of visitors are so important to the continued success of higher education in Virginia.

“Virginia has gained a national reputation as the state providing the most thorough and professional trustee training,” said Dr. Jerry L. Martin, president of the American Council of Alumni and Trustees (ACAT). The Council’s conferences have been praised by ACAT’s Inside Academe for empowering trustees to be more responsible and active board members. Currently, Pennsylvania, Michigan and Colorado are among the states considering adopting the Virginia model of regular board conferences with substantive agendas.

Governor James S. Gilmore, III participated in both of this year’s boards of visitors programs. “These Council-sponsored education sessions are the most important program Virginia offers to educate you on the esoteric enterprise of higher education,” the Governor stated. He also urged board members not to be “boardroom bystanders,” but “active, engaged and knowledgeable” leaders. Other national and state education leaders to address boards of visitors included Dr. Clifford Adelman, Senior Research Analyst at the U.S. Department of Education, and Senator John H. Chichester, who chaired the Commission on the Future of Higher Education in Virginia that recommended the creation of the educational program for board members.
The Council of Higher Education administers the Outstanding Faculty Awards (OFA) Program, which is the Commonwealth’s highest honor for faculty at Virginia public and private colleges and universities. Since they help make Virginia’s system of higher education one of the best, the OFA program recognizes the finest among Virginia’s college faculty for their demonstrated excellence in teaching, research and public service.

Each year, 11 faculty are selected from a pool of exceptionally qualified candidates, who are nominated by their peers at each participating institution. In 1999, there were 69 educators nominated from 28 institutions. A committee of 15 volunteers -- Council members, past OFA recipients, faculty, business and community leaders -- selected the 11 winners. The 1999 award recipients came from both public and private institutions, represented a wide range of disciplines, and recognized both new and long-term faculty. Since the program’s inception in 1986, 151 faculty members have been bestowed this high honor.

The Council revised the 1999 Awards Ceremony by convening it at the Virginia State Capitol. Governor James S. Gilmore, III, Secretary of Education Wilbert Bryant and other cabinet officials participated in the ceremony. In praising the 1999 honorees, the Governor stated: “The 11 recipients of this award deserve commendation for their outstanding efforts in educating our college students. Their dedication and investment in the classroom will produce tomorrow’s leaders.”

First Lady Roxane Gilmore joined the Governor in presenting the prestigious awards, and later they hosted a luncheon reception for the award winners at the Governor’s Mansion. Legislators also commended this year’s OFA recipients during ceremonies on the floors of the Senate of Virginia and the House of Delegates.
1999 Outstanding Faculty Award Recipients

Daniel M. Dauer
Professor of Biology
Old Dominion University

Arthur J. Keown
Professor of Finance
Virginia Tech

Albert C. Dawson
Professor of Modern Languages and Literature
University of Richmond

John D. Lang
Professor of English
Emory and Henry College

Michelle Delano
Associate Professor of Art
John Tyler Community College

Roy A. Rosenzweig
Professor of History and Art History
George Mason University

Christine Drake
Professor of Geography
Old Dominion University

Edmund P. Russell, III
Assistant Professor of Technology Culture and Communications
University of Virginia

M. Samy El-Shall
Professor of Chemistry
Virginia Commonwealth University

Hugo R. Seibel
Professor of Anatomy
Virginia Commonwealth University

Talbot J. Taylor
Professor of English and Linguistics
The College of William and Mary

WORKSHOP ON STUDENT LEARNING

Working to increase the quality of students’ academic experiences at college, the Council of Higher Education convened a first-of-its kind workshop in Virginia on student learning. College and university vice presidents for student affairs, provosts, chief academic officers and other educators came together to explore how Virginia institutions can create more powerful learning environments through better coordination of academic affairs and student affairs initiatives.

The day-long session featured nationally recognized leaders in higher education. Dr. Marcia Baxter-Magolda, a noted researcher on student cognitive development, and Dr. John Gardner, a national leader on improving the first-year student experience, made keynote presentations. In addition, 16 Virginia educators led topical sessions on student success programs, residence halls as learning environments, and making better use of information on entering and transfer students.

“Since student learning occurs both inside and outside the formal classroom environment, institutions need to work to align their academic and student affairs programs in order to maximize the impact which they are having on their students,” said Karl L. Schilling, the Council’s Deputy Director for Policy.

Workshop participants were extremely enthusiastic about their experiences and encouraged the Council to continue to initiate and provide further opportunities of this nature in the future.
Engaging and connecting higher education stakeholders is a fundamental way in which the Council serves as a catalyst for educational excellence in Virginia.

On June 21-22, 1999, the Council convened an unprecedented gathering of education, government, business and community leaders at Natural Bridge, Virginia. Keynote speakers were Virginia’s Lt. Governor John Hager and Virginia-educated Eugene Hickock, Pennsylvania’s Secretary of Education.

True to its theme “Connecting Conversations,” the planning retreat helped synthesize the important conversations underway about the future of higher education in Virginia. The main topics discussed were the impact of K-12’s Standards of Learning on higher education; how to achieve the goals of the Council’s systemwide strategic plan; developing institution-specific performance measures; and the state of general education programs at Virginia’s colleges and universities.

“We believe that our Natural Bridge Retreat builds upon the momentum that has been generated this year by the significant policy work of the Council, the Governor’s Blue Ribbon Commission on Higher Education, the Legislative Joint Subcommittee Studying Higher Education Funding Policies, and the institutions themselves,” said John D. Padgett, Chairman of the Council.

Drawing upon the constructive conversations at the Natural Bridge Conference, the Council, at its own fall 1999 retreat, focused on strategies to implement the recommendations of the 1999 Virginia Plan. As always, the Council remains actively committed to making Virginia’s strong, high-performing system of higher education even better.
**PROMINENT INITIATIVES**

**Increasing Access & Affordability**

Making a college education more affordable to qualified and deserving students has been a long-standing priority of the Council. This year, the Council supported the Governor’s 20% rollback of tuition and mandatory instructional fees. In its annual *Tuition and Fee Report*, the Council noted that the total cost of college for Virginia undergraduates living on campus in 1999-2000 will average close to 35% of per capita disposable income -- meaning Virginia’s college costs are more affordable than at any other time in the 1990s.

The Council approved plans to spend $67.5 million in financial aid for in-state students to attend Virginia’s public colleges and universities through the Commonwealth Awards, the Virginia Guaranteed Assistance Program, and other financial aid programs. The Council also supported the increase in the Tuition Assistance Grant (TAG) Program award from $2,600 to $2,700 per Virginia student. The Council administers the TAG program, which provided over $35.7 million last year to Virginia students attending in-state private, not-for-profit institutions.

**Revising Academic Program Approval Process**

The Council endorsed a revised academic program approval process with “academic audits” as its backbone. The revised process reduces from six to two months the time it will take for institutions to receive a response from Council to their requests for new programs. The revised process also introduces academic audits, where Council staff will focus on student outcomes information. These audits will be conducted on an ongoing basis for all programs at every public institution within a two- to four-year cycle.

**Strengthening Quality Teacher Training**

The Council continues to play a primary role in strengthening teacher training. This year, it approved 19 competitive grants -- totaling nearly $940,000 -- to support the professional development of K-12 public school teachers through the federal Eisenhower Professional Development Program. The Council also approved operating plans -- totaling $250,000 -- to provide training in the effective use of technology for K-12 teachers, librarians and others at Technology Training Institutes in Virginia.

**Expanding Equal Education Opportunity Programs**

For over 20 years, the Council has been a strong leader in creating and implementing programs to encourage college attendance from under-represented populations, particularly from lower socio-economic families. The Better Information Project provides a model for continuing expansion of worthwhile efforts in these areas. This year, the Council distributed over $3.6 million in various EEO programs.
**Developing Best Practices**

The Council initiated and approved an important study on the development of "Administrative Best Practice" indicators for finance operations at the colleges and universities. The indicators were developed in cooperation with the chief finance officers from the institutions. The indicators identify successful management practices for institutions, which also will prove useful in the block grant portion of the Council’s new performance-based funding model.

**Addressing Indigent Care Funding**

In its review this year of state support for medical education, the Council examined the impact of unreimbursed indigent care costs provided by medical school faculty. At issue is the fact that providing care to indigent patients constrains the ability of a medical school to contribute its appropriate share of clinical revenues to support medical education. The Council issued a "Report on the Funding Methodology for Indigent Care" to the Governor and General Assembly. In it, the Council recommended that the Commonwealth phase in over a four-year period a program that would fully reimburse the two public teaching hospitals -- at the University of Virginia and Virginia Commonwealth University -- for indigent care expenses.

**Implementing New Data Collection Method**

In anticipation of the recent U.S. Department of Education’s shift to collecting national data sets over the Internet, the Council’s staff implemented a new web-based data collection process for the Integrated Postsecondary Education Data System (IPEDS). Through this new process, the staff achieved successful data collection and verification, thereby helping to improve the timeliness, usefulness and quality of important data routinely collected and used by government agencies, institutions and policy makers.

**Enhancing Council’s Website**

The Council’s already substantial Internet website is being upgraded to a state-of-the-art model. The revised homepage will offer parents, students, faculty, administrators, state government officials, and the public greater ease of access to important higher education information. Of particular interest will be web-based statistical indices, which will allow users to query the web for information about specific institutions or systemwide data.
The Council of Higher Education has many statutory responsibilities for the coordination of Virginia’s complex system of higher education. The Council meets once a month and typically has a full and busy agenda.

In 1996, the Council instituted a committee system conventionally used in many government, business and other organizations to enhance its operations. This change has helped make it more efficient, active and knowledgeable, and enabled Council to distribute work evenly among members.

The Council has a total of four standing committees -- the Executive, Resources, Planning, and Outreach Committees. The Council formed the Executive Committee, and the remaining committees are proposed by the Executive Committee and submitted for approval by the Council.

The committees serve as the entrance point to the full Council for most of its activities and decisions. Most motions that come before the Council are discussed in the relevant committee first, and the committee makes a recommendation to the Council, and a motion if appropriate.

The following committee jurisdictions are examples and are not intended to be exhaustive. The Executive Committee may recommend assignments of new tasks, as necessary.

**Executive Committee**

The Executive Committee deals with areas concerning the internal management of Council operations, including the organization and effective functioning of the Council, its staff and its work. Its responsibilities include -- serving as the short-range and long-range planning arm of the full Council; reviewing the Council budget; prioritizing the agenda for monthly Council meetings; and conducting the performance review of the agency’s director. Members of the Executive Committee are the chairman and vice-chairman of the Council as well as the chairmen of the other three standing committees.

**Planning Committee**

The Planning Committee deals with areas concerning the relationships between the Council and institutions having to do with mission and operations. Its responsibilities include -- systemwide strategic planning; approving new academic programs; assessing student learning outcomes; and approving private and out-of-state-institutions to operate in Virginia.
**Resources Committee**

The Resources Committee deals with areas concerning Council responsibilities for college and universities resources. Its responsibilities include -- making systemwide capital and operating budget recommendations, projecting student enrollments, and administering financial aid programs.

**Outreach Committee**

The Outreach Committee deals with areas concerning Council relations with external organizations. Its responsibilities include -- organizing Boards of Visitors Conferences, conducting the annual Outstanding Faculty Awards Ceremony, and strengthening Council communications with the legislative and executive branches, institutions, government agencies and the public.

It is important to note that the four standing committees have no authority to act on behalf of the Council. The committees make reports and recommendations to the Council, and as such are only advisory to the Council.

**Council’s Liaison Program**

The Council created the Liaison Program in 1996. Its purpose is for individual Council members to learn more about Virginia institutions of higher education and to facilitate the mutually beneficial exchange of ideas and information. Through the Liaison Program, each Council member is paired with one or more college or university and encouraged to interact with that institution’s rector, president, faculty and student leaders, as needed, to stay abreast of developments and issues at that institution. This effort to create stronger relationships with institutions is not a substitute for, but an addition to, regular Council communications through its advisory committees.
DIRECTOR

The Director, who is appointed by the Council, manages the day-to-day operations of the agency’s 44-member professional staff. The Director also is responsible for working with the Council to carry out its statutory duties, consistent with the agency’s mission statement, guiding principles and strategic plan.

POLICY DIVISION

The Policy Division, headed by Dr. Karl L. Schilling, Deputy Director for Policy, has the primary responsibility of working with the Council to develop higher education policy recommendations. The Division has three sections -- Academic Affairs, Governance and Accountability, and Student Affairs.

ACADEMIC AFFAIRS

This section coordinates, reviews and administers academic policies and programs throughout Virginia’s higher education system. It also works with public institutions in the initiation, modification, merger, closure, and assessment of academic programs.

GOVERNANCE AND ACCOUNTABILITY

This section provides analyses of the operating and capital budgets of Virginia’s public institutions of higher education, and coordinates the higher education enrollment projection process. It also is responsible for developing new policy initiatives related to funding, tuition, and intellectual property, among others.

STUDENT AFFAIRS

This section conducts policy analysis on student affairs-related issues -- such as access, recruitment, retention and graduation, campus climate, transfer from two-year to four-year institutions, and student learning. It also administers and reviews selected equal education opportunity programs for Virginians.

Dr. Karl L. Schilling has been Deputy Director for Policy since he came to the Council in September 1998. Prior to joining the Council staff, he was an Associate Dean at Miami University, Ohio, and served as Director of the Assessment Forum for the American Association for Higher Education for two years. He also taught interdisciplinary studies at Miami University and Earlham College. Dr. Schilling earned his Ph.D. in Clinical Psychology from the University of Florida, where he also received his M.A. He holds a B.A. in Psychology and English from Adrian College.
ADMINISTRATION DIVISION

The Administration Division, headed by Phyllis Palmiero, Deputy Director for Administration, has the primary responsibility of working with the Council to conduct institutional research, communications and governmental relations, as well as to provide program administration and staff support to the agency. The Division has six sections -- Institutional Research, Program Implementation, Communications, Information Systems, Finance, and Human Resources.

INSTITUTIONAL RESEARCH

This section collects and maintains data from all the public and private colleges and universities in the Commonwealth related to enrollment, financing, graduation, faculty salaries, admissions, facilities utilization, and research activities. It also responds to requests for data summaries from state agencies, colleges and universities, and the federal government; works with other agency sections to develop models; conducts analyses; and participates in assessment efforts.

PROGRAM IMPLEMENTATION AND REGULATION

This section administers a variety of Council programs, coordinates student financial assistance grant and loan programs, and responds to selected state, regional and national surveys and information requests. It also is responsible for evaluating all of the Council-administered programs, developing budget recommendations for selected programs, and maintaining appropriate policies, procedures, and regulations.

COMMUNICATIONS

This section makes information about the agency, its activities, and Virginia higher education readily accessible to the media, government officials, and educators, as well as to students, parents, families, businesses and community leaders. It also coordinates the agency’s legislative efforts by drafting legislation, tracking all state higher education-related legislation, and keeping the Council and institutions informed of relevant state and federal legislative activities.

INFORMATION SYSTEMS

This section provides technology support to the agency. It also is responsible for the local area network, telecommunications, hardware installation and maintenance, system and application software installation and maintenance, and staff technical training.

FINANCE

This section coordinates the agency’s accounting and budgeting activities. It also is responsible for financial reporting, payables, cash management, transfer and disbursement of federal funds, and preparation of the Council’s annual budget.

HUMAN RESOURCES

This section develops, communicates, and implements agency policies and procedures for employees.
William B. Allen served as the agency’s director from June 12, 1998 to August 2, 1999.
**AGENCY FINANCIAL STATEMENT**

*Fiscal Year Ending June 30, 1999*

### Agency Administration Expenditures

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary and Fringes</td>
<td>$2,475,223</td>
</tr>
<tr>
<td>Wages</td>
<td>83,801</td>
</tr>
<tr>
<td>Personal Services</td>
<td>2,559,024</td>
</tr>
<tr>
<td>Non Personal Services</td>
<td>890,941</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$3,449,965</strong></td>
</tr>
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</table>

### Agency Programs

**($53.5 million)**

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Virtual Library of Virginia</td>
<td>$2,264,993</td>
</tr>
<tr>
<td>Teacher Technology Training Institutes</td>
<td>250,000</td>
</tr>
<tr>
<td>Southern Regional Education Board (SREB) Contract</td>
<td>149,700</td>
</tr>
<tr>
<td>Virginia Women Leadership Institute at Mary Baldwin College</td>
<td>697,570</td>
</tr>
<tr>
<td>Tuition Assistance Grant (TAG) Program</td>
<td>35,759,339</td>
</tr>
<tr>
<td>College Scholarship Assistance Program (CSAP)</td>
<td>4,403,750</td>
</tr>
<tr>
<td>Virginia Scholars Program</td>
<td>3,000</td>
</tr>
<tr>
<td>Virginia Space Grant Consortium</td>
<td>167,500</td>
</tr>
<tr>
<td>Eminent Scholars Program</td>
<td>7,190,428</td>
</tr>
<tr>
<td>Southern Regional Education Board (SREB) Doctoral Scholars</td>
<td>255,000</td>
</tr>
<tr>
<td>College of Health Sciences</td>
<td>280,000</td>
</tr>
<tr>
<td>Eastern Shore Tuition Assistance Program</td>
<td>63,050</td>
</tr>
<tr>
<td>Forensics Science (Regional Contracts Program)</td>
<td>18,936</td>
</tr>
<tr>
<td>Forestry (Regional Contracts Program)</td>
<td>77,898</td>
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<tr>
<td>Library Science (Regional Contracts Program)</td>
<td>43,529</td>
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<tr>
<td>Optometry (Regional Contracts Program)</td>
<td>205,300</td>
</tr>
<tr>
<td>Outstanding Faculty Awards Ceremony*</td>
<td>3,765</td>
</tr>
<tr>
<td>Outstanding Faculty Awards</td>
<td>55,000</td>
</tr>
<tr>
<td>Graduate &amp; Undergraduate Assistance Program</td>
<td>125,000</td>
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<tr>
<td>Eisenhower Professional Development Program*</td>
<td>877,878</td>
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<tr>
<td>State Student Incentive Grants (SSIG)*</td>
<td>543,970</td>
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<tr>
<td>Commonwealth Health Research Board*</td>
<td>31,525</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$53,467,131</strong></td>
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**Grand Total** $56,917,096

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**Note:** In addition, Office for Civil Rights Programs and Activities in the amount of $3,690,844 in general funds are transferred from the Central Account and administered by the Council.
**COUNCIL ADVISORY COMMITTEES**

**General and Professional Advisory Committee (GPAC)**

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>William M. Anderson</td>
<td>Mary Washington College</td>
</tr>
<tr>
<td>Josiah Bunting, III</td>
<td>Virginia Military Institute</td>
</tr>
<tr>
<td>John T. Casteen, III</td>
<td>University of Virginia</td>
</tr>
<tr>
<td>Patricia P. Cormier</td>
<td>Longwood College</td>
</tr>
<tr>
<td>Douglas Covington</td>
<td>Radford University</td>
</tr>
<tr>
<td>Deborah M. DiCroce</td>
<td>Tidewater Community College</td>
</tr>
<tr>
<td>James B. Koch</td>
<td>Old Dominion University</td>
</tr>
<tr>
<td>L. Jay Lemons</td>
<td>University of Virginia’s College at Wise</td>
</tr>
<tr>
<td>Marie V. McDemmond</td>
<td>Norfolk State University</td>
</tr>
<tr>
<td>James B. McNeer</td>
<td>Richard Bland College</td>
</tr>
<tr>
<td>Alan G. Merten</td>
<td>George Mason University</td>
</tr>
<tr>
<td>Eddie N. Moore</td>
<td>Virginia State University</td>
</tr>
<tr>
<td>Arnold R. Oliver</td>
<td>Virginia Community College System</td>
</tr>
<tr>
<td>Shirley R. Pippins</td>
<td>Thomas Nelson Community College</td>
</tr>
<tr>
<td>B. Carlyle Ramsey</td>
<td>Danville Community College</td>
</tr>
<tr>
<td>Linwood H. Rose</td>
<td>James Madison University</td>
</tr>
<tr>
<td>William F. Snyder</td>
<td>Wytheville Community College</td>
</tr>
<tr>
<td>Timothy J. Sullivan</td>
<td>College of William &amp; Mary</td>
</tr>
<tr>
<td>Paul E. Torgersen</td>
<td>Virginia Tech</td>
</tr>
<tr>
<td>Eugene P. Trani</td>
<td>Virginia Commonwealth University</td>
</tr>
<tr>
<td>Paul S. Tribe, Jr.</td>
<td>Christopher Newport University</td>
</tr>
<tr>
<td>Belle S. Wheelan</td>
<td>Northern Virginia Community College</td>
</tr>
</tbody>
</table>

**GPAC** meets monthly and consists of the presidents of the fifteen four-year state-supported colleges and universities, the President of Richard Bland College, the Chancellor of the Virginia Community College System, and several community college presidents.
COUNCIL ADVISORY COMMITTEES

Finance Advisory Committee (FAC)

Alison W. Baker  
Northern Virginia Community College

William L. Brauer  
Christopher Newport University

David A. Burdette  
Radford University

Sim Ewing  
University of Virginia’s College at Wise

David F. Harnage  
Old Dominion University

Ron Howard  
Virginia Community College System

Richard V. Hurley  
Longwood College

Edward B. Jolley, Jr.  
Norfolk State University

Samuel E. Jones  
The College of William and Mary

Charles W. King  
James Madison University

Jack M. Lewis  
New River Community College

Edward J. Mazur  
Virginia State University

Phyllis Milloy  
Tidewater Community College

Dwight C. Moulin  
Medical College of Hampton Roads

Karen Petersen  
Virginia Community College System

Majorie M. Poyck  
Mary Washington College

Minnis E. Ridenour  
Virginia Tech

Carolyn Ridgway-Cook  
Virginia Institute of Marine Science

John W. Rowe, Jr.  
Virginia Military Institute

Maurice W. Scherrens  
George Mason University

Colette Sheehy  
University of Virginia

M. Dwight Shelton, Jr.  
Virginia Tech

Paul W. Timmreck  
Virginia Commonwealth University

Russell E. Whitaker  
Richard Bland College

FAC meets monthly and consists of the chief financial officers of the fifteen four-year state-supported colleges and universities, Richard Bland College, the Virginia Community College System, and several community colleges.
**COUNCIL ADVISORY COMMITTEES**

**Instructional Programs Advisory Committee (IPAC)**

Jacqueline W. Asbury  
*Lynchburg College*

Norman Bregman  
*Longwood College*

Douglas T. Brown  
*James Madison University*

Gillian T. Cell  
*The College of William and Mary*

George E. Culbertson  
*University of Virginia’s College at Wise*

Robert D. Doane  
*Christopher Newport University*

Alan Farrell  
*Virginia Military Institute*

Ann S. Ferren  
*Radford University*

Jo Ann Gora  
*Old Dominion University*

Philip L. Hall  
*Mary Washington College*

Peter W. Low  
*University of Virginia*

Anne-Marie McCartan  
*Richard Bland College*

Roderick McDavis  
*Virginia Commonwealth University*

Peggy S. Meszaros  
*Virginia Tech*

Lonnie Schaffer  
*Virginia Community College System*

Debbie Sydow  
*Mountain Empire Community College*

Thelma Thompson  
*Norfolk State University*

Joseph S. Wood  
*George Mason University*

Barbara A. Wyles  
*Northern Virginia Community College*

Earl G. Yarbrough, Sr.  
*Virginia State University*

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**IPAC** meets monthly and consists of the provosts or chief academic officers of the fifteen four-year state-supported colleges and universities, the Provost of Richard Bland College, the Vice Chancellor for Academic Affairs of the Virginia Community College System, several community colleges and several private institutions.
COUNCIL ADVISORY COMMITTEES

Student Affairs Advisory Committee (SAAC)

Ira Andrews
Randolph-Macon College

James N. Joyner, Jr.
Virginia Military Institute

Joseph Barden
Virginia Community College System

Gary Juhan
University of Virginia’s College at Wise

Mark Bryan
Richard Bland College

Phyllis Mable
Longwood College

Dana Burnett
Old Dominion University

Maury O’Connell
Christopher Newport University

Bernard M. Chirico
Mary Washington College

Norleen Pomerantz
Radford University

Lanny Cross
Virginia Tech

Henry Rhone
Virginia Commonwealth University

Claud Flythe
Virginia State University

Karen Rosenblum
George Mason University

William W. Harmon
University of Virginia

W. Samuel Sadler
The College of William and Mary

Arthur R. Jackson
Norfolk State University

Mark Warner
James Madison University

Heather Wilson
Mary Baldwin College

SAAC meets quarterly and consists of the chief student affairs officers of the fifteen four-year state-supported colleges and universities, Richard Bland College, the Virginia Community College System and several private institutions.
COUNCIL ADVISORY COMMITTEES

Private College Advisory Board (PCAB)

Taha Alalwani
School of Islamic and Social Sciences

James P. Etter
American Military University

Fay Avery
University of Northern Virginia

Marianne Evans Mount
Catholic Distance University

Jerry M. Boone
Ferrum College

E. Curtis Fawson
Southern Virginia College

John M. Borek, Jr.
Liberty University

Bernard W. Franklin
Virginia Union University

Kathleen G. Bowman
Randolph-Macon Woman’s College

Eymard Gallagher
Marymount University

Edward E. Brickell
Medical College of Hampton Roads

William T. Greer
Virginia Wesleyan College

Frank R. Campbell
Averett College

David M. Gring
Roanoke College

Paul G. Cerjan
Regent University

Elisha G. Hall
Virginia University of Lynchburg

William E. Cooper
University of Richmond

William R. Harvey
Hampton University

James A. Davis
Shenandoah University

Martha Horne
Protestant Episcopal Theological Seminary

Eric B. Donaldson
Bryant & Stratton College

Robert Lambeth
Council of Independent Colleges in Virginia

Lucius F. Ellsworth
Appalachian School of Law

Joseph L. Lapp
Eastern Mennonite University

John W. Elrod
Washington and Lee University

Thomas M. Law
Saint Paul’s College

PCAB meets at least twice a year and consists of the presidents of the private not-for-profit and for-profit colleges and universities in the Commonwealth.
Private College Advisory Board (cont.)
(PCAB)

Frank Longaker  
National Business College

Daniel G. MacMillian  
Bluefield College

Steve Marks  
ECPI Technical College

Roger H. Martin  
Randolph-Macon College

Thomas R. Morris  
Emory and Henry College

Elisabeth S. Muhlenfeld  
Sweet Briar College

Harry C. Nickens  
College of Health Sciences

Timothy T. O’Donnell  
Christendom College

Gary Poulton  
Virginia Intermont College

Janet Rasmussen  
Hollins University

Richard Shurtz  
Stratford College

Phillip C. Stone  
Bridgewater College

Jeffrey Tredo  
Bryant & Stratton College - Richmond

Cynthia Tyson  
Mary Baldwin College

Thomas P. Wallace  
Atlantic University

Michael T. Waroblak  
Institute of Textile Technology

Charles O. Warren  
Lynchburg College

Louis B. Weeks  
Union Theological Seminary & Presbyterian School of Christian Education

Samuel V. Wilson  
Hampden-Sydney College