

## **2011 INSTITUTIONAL SIX-YEAR PLANS**

The Higher Education Opportunity Act of 2011 requires Virginia's public institutions of higher education to prepare and submit Six-Year Plans:

*§ 23-38.87:17. Institutional six-year plans. (See below for complete code reference.)*

*A. The governing board of each public institution of higher education shall develop and adopt biennially and amend or affirm annually a six-year plan for the institution and shall submit that plan to the Council, the Governor, and the Chairs of the House Committee on Appropriations and the Senate Committee on Finance no later than July 1 of each odd-numbered year, and shall submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly.*

*B. The Secretary of Finance, Secretary of Education, Director of the Department of Planning and Budget, Executive Director of the Council, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance, or their designees, shall review each institution's plan or amendments and provide comments to the institution on that plan by September 1 of the relevant year. Each institution shall respond to any such comments by October 1 of that year.*

### **2011 Six-Year Plans**

The 2011 Six-Year Plan consists of three components: Academic, Finance, and Enrollment/Degree Projections. The first two components are included in the Six-Year Plans presented here. The Enrollment/Degree Projections are available in the 'Research & Statistics' section of the SCHEV website ([www.schev.edu](http://www.schev.edu)).

Institutional Six-Year Plans were received by July 1, 2011. The individuals identified in the Act (see above) reviewed the plans, held meetings with each institution, and provided comments to each institution during summer 2011. The institutions responded to those comments and submitted revised plans in October 2011. The plans available here represent the October submissions.

### **Academic Component**

The academic component addresses academic (including faculty) and support service strategies the institution intends to employ in meeting the stated objective. It was expected that descriptions be brief, with more detail for the 2012-14 biennium and less detail for 2014-16 and 2016-18 biennia. The descriptions were at a macro-level with sufficient detail for the reader to understand the general approach. In the column labeled "TJ21 Objectives," institutions identified the TJ21 Objective(s) that applied to the strategy using the letter codes listed below. An institution was required to submit strategies for each Objective A through D, but not for every objective listed under E below. Institutional mission, scope, and focus determined which objectives were

addressed. The Finance-Operating plan is included with the Academic Component and applies to the 2012-14 biennium only.

If a strategy has an impact on funding for the 2012-14 biennium, this funding is identified by an amount as either incremental, savings, or reallocation. In addition, the funding request is identified by total amount and any amount included within the calculation of tuition. Strategies – Academic and Financial – are ranked by priority and identified as being included in tuition increases.

## **TJ21 Objectives**

- A. Plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families, including the projected mix of grants and loans.
- B. Plans for optimal year-round use of the institution's facilities and instructional resources to improve student completions and cost efficiencies.
- C. Plans for the development of an instructional resource sharing program with other institutions of higher education in the Commonwealth.
- D. New programs or initiatives including quality improvements.
- E. Plans with regard to any other initiatives listed below or any other matters the institution deems appropriate:
  - E1. Increased enrollment of Virginia students. Enrollment/degree projections will identify the numeric results and, list the strategies the institution will use to achieve the projection.
  - E2. Increased degree completion for Virginia residents who have partial credit completion for a degree. Enrollment/degree estimates are included here.
  - E3. Increased degree completion in a timely or expedited manner. Enrollment/degree projections will identify the numeric results and, list the strategies the institution will use to achieve the projection.
  - E4. Enhanced community college transfer programs and grants and other enhanced degree path programs.
  - E5. Improved retention and graduation rates. Enrollment/degree projections will identify the numeric results and, list the strategies the institution will use to achieve the projection.
  - E6. Increased degree production in the areas of science, technology, engineering, and mathematics and other high-need areas such as the health

care-related professions. Enrollment/degree projections will identify the numeric results and, list the strategies the institution will use to achieve the projection.

- E7. New programs the institution might consider to further the Commonwealth's objectives.
- E8. Increased research, including regional and public-private collaboration.
- E9. Other efficiency reforms designed to reduce total institutional cost.
- E10 Technology-enhanced instruction, including course redesign, online instruction, and resource sharing among institutions.
- E11. Economic opportunity initiatives.
- E12. Innovation and continuous improvement.
- E13. Other initiatives the institution might consider to further the Commonwealth's objectives. Included are any strategies that address maintenance of effort/institutional uniqueness.

## **Finance Component**

In addition to the Finance-Operating plan included with the Academic Component, there are three other financial components:

- Financial Aid – the amount of financial aid collected through tuition and its distribution by student categories.
- Finance-T&F – the estimated amount of non-general fund revenues – primarily tuition and fees - by program.
- Finance-Tuition Waivers – the amount of foregone tuition revenue as a result of tuition waivers.

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*B. The Secretary of Finance, Secretary of Education, Director of the Department of Planning and Budget, Executive Director of the Council, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance, or their designees, shall review each institution's plan or amendments and provide*

comments to the institution on that plan by September 1 of the relevant year. Each institution shall respond to any such comments by October 1 of that year.

C. Each plan shall be structured in accordance with, and be consistent with, the purposes of this chapter set forth in § 23-38.87:10 and the criteria developed pursuant to § 23-38.87:20, and shall be in a form and manner prescribed by the Council, in consultation with the Secretary of Finance, Secretary of Education, Director of the Department of Planning and Budget, Executive Director of the Council, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance, or their designees.

D. Each plan shall address the institution's academic, financial, and enrollment plans, to include the number of Virginia and out-of-state students, for the six-year period and shall include:

1. Financial planning reflecting the institution's anticipated level of general fund, tuition, and other nongeneral fund support for each year of the next biennium. The plan also shall include the institution's anticipated annual tuition and educational and general fee charges required by (i) degree level and (ii) domiciliary status, as provided in § 23-38.87:18, and shall indicate the planned use of any projected increase in general fund, tuition, or other nongeneral fund revenues. The plan shall be based upon any assumptions provided by the Council, following consultation with the Department of Planning and Budget and the staffs of the House Committee on Appropriations and the Senate Committee on Finance, for funding related to state general fund support pursuant to §§ 23-38.87:13, 23-38.87:14, 23-38.87:15, and 23-38.87:16, and shall be aligned with the institution's six-year enrollment projections;

2. Plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families as described in § 23-38.87:15, including the projected mix of grants and loans;

3. Degree conferral targets for Virginia undergraduate students;

4. Plans for optimal year-round use of the institution's facilities and instructional resources;

5. Plans for the development of an instructional resource sharing program with other institutions of higher education in the Commonwealth;

6. Plans with regard to any other incentives set forth in § 23-38.87:16 or to any other matters the institution deems appropriate; and

7. The identification of (i) new programs or initiatives including quality improvements and (ii) institution-specific funding based on particular state policies or institution-specific programs, or both, as provided in subsection C of § 23-38.87:18.

E. In developing such plans, each public institution of higher education shall give consideration to potential future impacts of tuition increases on the Virginia College Savings Plan (§ 23-38.75 et seq.) and shall discuss such potential impacts with the Virginia College Savings Plan. The chief executive officer of the Virginia College Savings Plan shall provide to each institution the Plan's assumptions underlying the contract pricing of the program.