



State Council of
Higher Education for Virginia

SCHEV's Involvement in Plan from Higher Education Advisory Committee: Performance Measures Workgroup

Council of Higher Education for Virginia

May 22, 2012

Jim Alessio

Higher Education Restructuring Director

HEAC Responsibilities

The Advisory Committee, in consultation with and with the assistance from the staff of the Council and such other assistance it may need, shall develop and review at least every five years, in consultation with the respective Chairs of the House Committees on Appropriations and Education and the Senate Committees on Finance and on Education and Health, or their designees, representatives of public institutions of higher education in the Commonwealth, and such other state officials as may be designated by the Governor:

3. Objective performance criteria for measuring the targeted economic and innovation financial incentives, and benefits or consequences for meeting or not meeting the incentives included in an institution's six-year plan;

5. The additional authority that should be granted to all public institutions of higher education under the Restructured Higher Education Financial and Administrative Operations Act, state goals and objectives each public institution of higher education should be expected to achieve, objective criteria for measuring educational-related performance with regard to those goals and objectives, and the benefits or consequences for meeting or not meeting those goals and objectives, including incentive performance benefits.

The Advisory Committee shall submit its recommendations to the Council, which shall review the recommendations and report its recommendations to the Governor and the Chairs of the House Committees on Appropriations and Education and the Senate Committees on Finance and on Education and Health.

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HEAC Requested SCHEV Staff

Establish a workgroup consisting of representatives of the bodies listed in the Act (*Chairs of the House Committees on Appropriations and Education and the Senate Committees on Finance and on Education and Health, or their designees, representatives of public institutions of higher education in the Commonwealth, and such other state officials as may be designated by the Governor*) to be responsible for making recommendations to the Advisory Committee by mid-2012:

- state goals and objectives each public institution of higher education should be expected to achieve, and
- objective criteria for measuring educational-related performance with regard to those goals and objectives, including incentive performance, and
- the benefits or consequences for meeting or not meeting those goals and objectives, including incentive performance benefits.

Performance Measures Workgroup

Team A

- Alona Smolova (NSU) – chair
- Rick Hurley (UMW)
- Sandy Huguenin (UVAW)
- Bob Green (VMI)
- Ruth Anderson (DPB)
- April Kees (SFC)
- Beverly Covington (SCHEV)

Team B

- George Stovall (UVA) – chair
- Keith Miller (VSU)
- Susan Wood (VCCCS)
- Dwight Shelton (VT)
- Scott Sandridge (DPB)
- Tony Maggio (HAC)
- Diane Vermaaten (SCHEV)

Performance Measures Workgroup

Team A

- Objective criteria for measuring educational-related performance with regard to the goals and objectives, including incentive performance.
- The benefits or consequences for meeting or not meeting the goals and objectives, including incentive performance benefits.

Team B

- State goals and objectives each public institution of higher education should be expected to achieve

Guidance: Best Practices

■ Dennis Jones, NCHEMS

- Metrics tied to state goals
- Recognize differences in institutions' missions
- A limited number of metrics
- Use increase in numbers rather than rates in most cases
- Provide encouragement for success with at-risk populations
- Success incentives built into core institutional funding, not just in performance pool
- Build implementation strategies into the design
 - A phase-in provision
 - A stop-loss (but not hold-harmless) feature
 - Use in good times as well as bad

Guidance: Lessons Learned

- **Jim Alessio, SCHEV**
 - Measurement and accountability matter
 - Performance-based policy measures work
 - Institutional goals can be derived from the state goal
 - Need to set realistic and achievable goals versus aspirations
 - Balancing state and institution expectations
 - Need for caution when developing measures – for example, ratios and moving averages
 - Establishing state goals as well as institutional goals

Guidance: Metric data availability

- Measures exist for many of the areas – some used in restructuring:
 - Enrollment
 - Degrees
 - Retention/graduation rates
 - STEM production
 - Degree completion time
 - Two-year transfers
- Data being developed for economic opportunity metrics
- Sparse existing data available for:
 - Year-round space utilization
 - Technology enhanced instruction and resource sharing

Additional issues...

- Should performance be based on institution expectations or an external set of standards?
- Should there be two tiers of performance – Statewide and institution?
- Does assessment have to occur annually or biennial?
- ...

Performance Measures Workgroup

- Timeline
 - May 30: HEAC update
 - June 25: HEAC update
 - July 17: HEAC preliminary recommendations
 - August 27: HEAC final recommendations
 - September 18: SCHEV review
 - October 30: SCHEV final recommendations