

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA  
SPECIAL COUNCIL MEETING  
AUGUST 12, 2014  
MINUTES**

Mr. Minor called the meeting to order at 12:35 p.m. in capital B conference room, Owens and Minor, Mechanicsville, Virginia. Council members present: Gilbert Bland, Johanna Chase, Marge Connelly (**by phone**), Heywood Fralin, Steve Haner, Henry Light, Gene Lockhart, G. Gilmer Minor, Pamela Moran (**by phone**), and Carlyle Ramsey.

Council members absent: Martin Briley, William Murray, and Gary Nakamoto.

Staff members present: Peter Blake, Alan Edwards, Paula Fisher, Wendy Kang, Tod Massa, Ashley Myers, Kirsten Nelson, Sylvia Rosa-Casanova, Lee Ann Rung, and Susan Wood.

**ACTION ON COUNCIL MEETING SCHEDULE FOR CALENDAR YEAR 2015**

Mr. Minor read the proposed dates and mentioned that staff would notify members once the September location is confirmed with the institution. On a motion by Ms. Chase and seconded by Dr. Ramsey, the following revised resolution was approved unanimously after a roll call vote:

**BE IT RESOLVED** that the State Council of Higher Education for Virginia approves the following meeting schedule for calendar year 2015 and requests that staff distribute the information to all Council members:

**Briefings and/or committee meetings on Monday Afternoon - meetings on Tuesday (except where noted)**

- **January 12 (all meetings in one day) – SCHEV Offices (Richmond)**
- **March 16-17 – travel to public institution (George Mason University)**
- **May 18-19 – travel to private institution (Hampden-Sydney College)**
- **July 20-21 – SCHEV Offices (Richmond)**
- **September 21-22 – travel to public institution (TBD – September 21 would include a meeting with public college and university presidents)**
- **October 26-27 – SCHEV Offices (Richmond)**

**UPDATE ON STATEWIDE STRATEGIC PLAN**

Mr. Minor asked Mr. Bland to begin the discussion, as he is currently serving as chair of the strategic plan task force. Mr. Bland provided a brief history of the process, which began last year under the leadership of former Council member, Joey Smith. He assured

members that he and Mr. Minor have represented the Council at all meetings that have been held to date. He stressed the need for guidance and direction from the full Council regarding content and tone before the planning process moves forward. Mr. Bland reported that in subsequent meetings the Council, with the help of the steering committee, will delve into more detail on the Council's role and aligning its work with the plan.

Dr. Wood introduced the consultant team from JBL Associates (JBLA) who were present:

John Lee  
Stacia Aylward  
Mason Erwin  
Paul Lingenfelter  
Mike Meotti  
Don Norris  
Paige Schwartz

Dr. Wood provided a brief report on the significant work that has been completed since the Council's May and July meetings. More than 500 responses were received to the public survey that was posted on the SCHEV website. Results from the survey have been included in the summary document. JBL Associates conducted regional meetings in May, June, and July with various constituencies around the state and followed up with phone calls to targeted individuals who were unable to attend the meetings. At the Council's July meeting, members reviewed the draft gap analysis and data memo; both are now final and are posted on the strategic plan page of the SCHEV website. Mr. Minor also reminded members that private colleges have been included in the process.

Mr. Lee presented information about the timing of the plan and indicated that the process is now halfway complete. A draft will be provided to the Council at its September meeting for review and discussion and the final plan will be provided to the Council for approval in October. He reviewed the timeframe, regional differences, demographics, affordability, graduation rates, and sustainability and answered questions from members.

Mr. Lockhart suggested that the data include a detailed review of operational overhead costs. Dr. Ramsey suggested that a footnote be added to the affordability section, stating that private institutions were included. Mr. Fralin suggested that the percentage of students who successfully transfer and get a degree be included as a success story. Members also requested that JBL include peer comparisons on other states that supported a tax increase to fund higher education. Mr. Lockhart suggested that a more detailed table be developed to include cost drivers.

Mr. Norris reviewed the qualitative information that JBL collected and referred to Virginia as having a "constellation of institutions" rather than a "system of higher education." Mr. Haner requested additional information related to the Virginia Commonwealth University (VCU) study regarding the neediness gap between funding for public K-12 and higher education that was mentioned in the extrapolated trends slide. Mr. Fralin said that

including the cost of remediation over the same time period would be helpful in determining the overhead costs that Mr. Lockhart suggested.

Mr. Fralin said there seems to be a “disconnect” between public perception as it relates to the cost of higher education and comments he often hears from parents. He stated that public opinion is that that tuition costs are too high but he often hears that parents are not opposed to a tuition increase. He stated that quality is affected by ineffective funding.

Ms. Moran spoke about K-20 and suggested that SCHEV leverage the data to get the Secretary of Education and the state superintendent behind what can be put into action to strengthen students’ knowledge prior to entering community college.

Mr. Minor called for a break at 2:25 p.m. The meeting resumed at 2:40 p.m.

Prior to the break, Mr. Minor asked members to provide Mr. Rung with their three priorities for the strategic plan. The following priorities, several of which were mentioned multiple times, were collected and distributed for discussion:

- Affordability (4)
- Economic prosperity
- Access (3)
- Student completion rates
- Demographic – increase under-represented minorities
- Costs
- Solving the cost problem for lower income students at lesser ranked schools
- Advancing research – has benefit of being on governor’s hot list
- Improving research (through centers of excellence)
- Getting out good info on standing of VA (collect on national comparison – need to know where we are behind to improve)
- Mentoring and instructional starting in middle school, continuing thru college or at least thru second year college
- Cutting cost of administrators in colleges or at least even out so it equals instruction
- Funding lower tiered school equal to higher tier
- Lack of academic preparation of incoming students
- Meeting the needs of employers
- Improving efficiency and productivity
- Define our relationships with all we coordinate and support
  - Access and affordability
    - High school – cc- college – pathways
    - Financial aid
    - Graduation rates
    - Return on investment – outcomes
    - Steady stream of funds for education
    - Distance learning
    - Collaboration with other schools

- Workforce development
  - Source of talent
  - Apprenticeships/internships
  - Category of jobs needed
  - Counseling
- Governance and advocacy
  - Trust and credibility – integrity
  - Value proposition
  - Communications and marketing
- Others: HBCUs; research; succession planning; productivity; facility role
- Access/affordability with focus on affordable tuition and on-time completion rates
- Excellence with focus on academic competitiveness of higher quality faculty (research dollars and compensation/benefits)
- Student success with focus on strategies that address workforce needs through improved college readiness of a changing demographic of potential students
- Quality

Ms. Aylward asked for feedback from members on the information that JBL presented. Mr. Lockhart said he was impressed by the information gathered and found the anecdotes helpful. However, he was concerned about effecting change and did not know if colleges would be agreeable to suggested changes. He recommended that SCHEV provide a roadmap, without managing the process, to help the institutions change course.

Mr. Haner said the tone of the plan will be important and stressed the importance of having a five-year goal and establishing a measurement to determine success.

Dr. Ramsey said affordability and access should be synonymous, particularly with changing demographics.

Ms. Chase agreed that the tone will be important when presenting the plan. She stressed the importance of choosing the most important priorities and developing a guide for dealing with those priorities.

Mr. Lockhart and Mr. Haner suggested that the draft plan be shared with the institutions to get feedback before the final version is printed.

Mr. Fralin said most legislators are proactive not reactive and he felt that the higher education community has not done an adequate job of advising the public about the importance of higher education to their future and to future generations.

The message in the plan needs to be more compelling and increased funding should be coupled with increased efficiencies. Mr. Fralin and Mr. Haner encouraged the Council to acknowledge the continued state support for capital expenditures in the plan.

Mr. Haner left the meeting at 3:40 p.m. and Ms. Connelly disconnected at the same time.

Ms. Aylward reviewed the proposed framework for the strategic plan, including mission, vision, and values that was discussed extensively with staff and Council representatives prior to the meeting. She requested Council input on the draft mission statement and there was general consensus that members were in agreement with the proposed version.

Ms. Aylward shared two draft vision statements and requested input from members. Council members expressed a need for additional work on the vision statement.

Council did not reach consensus on the draft values statement and questioned the need to include them in the plan. If included, members stressed that the values be better defined.

Ms. Moran mentioned the notion of “womb to tomb” learning and said the result of not advancing education is a failed economy.

Staff agreed to work with JBLA to incorporate the ideas brought forward and to prepare revised documents for the Council’s review.

Mr. Minor stressed the need for agreement from the Council before moving the plan forward, but because several of the items required further discussion, he requested that the executive committee meet within the next ten days to develop a revised version of the vision and values statements before the September Council meeting. In response to a request from Dr. Ramsey, Ms. Aylward agreed to work with staff and Council representatives to include a few goals in the next round of reviews. Staff agreed to send all revised documents to members as soon as possible. Mr. Lockhart asked the Council to consider adding one additional page to let readers know what will be addressed in the plan. Members agreed that the one page document from JBLA that included five themes could serve this purpose.

The meeting adjourned at 4:20 p.m.

---

Johanna Chase  
Council Secretary

---

Lee Ann Rung  
Director, Executive & Board Affairs