

# DRAFT STRATEGIC PLAN VISION and MISSION with GOALS AND STRATEGIES

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Research that Matters

# REVIEW: 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

## ***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

## ***Student Success***

Respond to Changing Demography

Nurture Pre-K-20 Pipeline

High School Bridge Programs

Improve College Readiness

Elevate Completion Rates

Degree Completion Tracks

***Graduates Prepared for Useful Lives:***

***-Critical Thinking Skills***

***-Active Citizens***

***-Employability/Work Habits***

***-Capacity for Perpetual Learning***

## ***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

## ***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

The **MISSION** of Virginia's higher education is to advance **learning, research and public service** that enhances the **prosperity** of the Commonwealth and the **well-being** of all its people

Mission

The **MISSION** of Virginia's higher education is to advance learning, research and public service that enhances the prosperity of the Commonwealth and the well-being of all its people

Draft Goals

- 1) Provide Affordable Access for All
- 2) Open Up Opportunities for All
- 3) Advance Economic Prosperity of the Commonwealth
- 4) Increase the Quality of Higher Education
- 5) Frame a Compelling Narrative for Higher Education

Linkages

- 1) [Prosperity & Well-being in Mission; Access Affordability Themes; Council's Priorities]
- 2) [Prosperity & Well-being in Mission; Access Affordability Themes; Council's Priorities]
- 3) [Prosperity & Well-being in Mission; Access Affordability Themes; Council's Priorities]
- 4) [Prosperity & Well-being in Mission; Access Affordability Themes; Council's Priorities]
- 5) [Prosperity and Well-Being in Mission; Sustainability and Excellence in Themes; Council's Priorities]

PMs

- 1) Participatory Financing
- 2) Sustainability
- 3) Public's willingness to pay taxes
- 4) Public perception of messages
- 5) # of participants

**VISION**

**Higher education will transform the lives of Virginians, our communities and our Commonwealth**

# The presentation is designed to...

- Introduce the five draft **GOALS** that align with the draft **MISSION**
  - ▣ The **GOALS** are directly tied to both the Themes from all of the input we gathered and from Council priorities
- Show some sample Performance Measures (PM) for each **GOAL**
- Offer suggested **STRATEGIES** for each **GOAL**
  - ▣ We believe the **STRATEGIES** are the key items that we need to do really well in order to achieve our **GOALS**
- Display how the **INITIATIVES** will align with the **STRATEGIES** and **GOALS**, when developed

Mission

The **MISSION** of Virginia’s higher education is to advance learning, research and public service that enhances the prosperity of the Commonwealth and the well-being of all its people

Draft Goals

**(1)  
Provide Affordable Access for All**

**(2)  
Optimize Student Success**

**(3)  
Achieve Sustainable Excellence**

**(4)  
Advance Economic Prosperity of the Commonwealth**

**(5)  
Frame a Compelling Narrative for Higher Education**

Linkages

*[Prosperity & Well-being in Mission; Access/Affordability in Themes; Council’s Priorities]*

*[Learning in Mission; Student Success and Value in Themes; Council’s Priorities]*

*[Public Service in Mission; Access/Affordability, Excellence, Sustainability in Themes; Council’s Priorities]*

*[Research, Public Service and Prosperity in Mission; Prosperity & Economic Vitality in Themes; Council’s Priorities]*

*[Prosperity and Well-Being in Mission; Sustainability and Excellence in Themes; Council’s Priorities]*

PMs

- Participation rates
- Financial aid
- Loans
- Cont. to 529
- Share of income

- TJ21 100k
- Earnings
- Remediation rates
- Retention rates
- Transfer rates

- Institutional solvency
- Best value and other rankings
- % Admin Costs

- State’s tax base
- Employment rate
- 50k STEM-H
- Research \$s
- Participation rates

- Public’s willingness to pay taxes
- Public perception
- # of messages
- # of participants

PM = Sample performance measures; measures are notional and will be refined.

(1)  
**Provide Affordable Access for All**

- Participation rates
- Financial aid
  - Loans
- Cont. to 529
- Share of income

**1.1. Expand early and ongoing outreach programs**

**1.2. Cultivate accessible pathways and seamless articulation and transfer**

**1.3. Achieve affordable net tuition/fees**

**1.4. Accelerate completion**

(2)  
**Optimize Student Success**

- TJ21 100k
- Earnings
- Remediation rates
- Retention rates
- Transfer rates

**2.1.**  
**Improve readiness upon entry**

**2.2.**  
**Ensure students meet certificate/degree goals**

**2.3.**  
**Engage adult learners**



(3)  
**Achieve Sustainable Excellence**

- Institutional solvency
- Best value and other rankings
- % Admin Costs

**3.1.**  
Continue to invest in our tradition of excellence

**3.2.**  
Invest in activities critical to our future competitiveness

**3.3.**  
Commit to greater resilience, responsiveness and productivity

(4)  
**Advance Economic Prosperity  
of the Commonwealth**

- State's tax base
- Employment rate
- 50k STEM-H
- Research \$\$
- Participation rates

**4.1.**  
**Build a competitive  
workforce at all  
levels**

**4.2.**  
**Expand economic  
development for  
communities and  
regions where  
campuses and  
research centers are  
located**

**4.3.**  
**Support research  
that creates new  
knowledge and  
leads to  
commercialization  
of products and  
ventures**

**4.4.**  
**Encourage and  
expand public  
service**

**(5)**  
**Frame a Compelling Narrative for Higher Education**

- Public's willingness to pay taxes
- Public perception
- # of messages
- # of participants

**5.1.**  
**Have a clear message about the value of higher education**

**5.2.**  
**Mobilize leadership to communicate with integrity**

**5.3.**  
**Utilize multiple channels to engage stakeholders**

Mission

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