

Mission: The fundamental reason you exist, aka the purpose

Vision: A word picture of your desired future, aspirational and inspirational, consistent with Mission

Goal: Broad statement of measurable outcomes to be achieved on behalf of customers

Strategy: Statement of what you must do well to achieve your goal

Initiative: Programs, activities, tasks that will help meet targets

10.27.2014 EC Meeting

**Statewide Strategic Plan for Higher Education in Virginia
(Mission, Vision, and Goals Approved by Council on 9-16-2014)**

MISSION: Higher education in Virginia will advance postsecondary learning, research and public service that enhance the civic and financial health of the Commonwealth and the well-being of all its people.

VISION: Higher Education will transform the lives of Virginians, our communities and our Commonwealth.

GOAL 1: Provide Affordable Access for All

Options for Goal-level Measure and Target:

- Number of additional students in total; number of additional students from underserved populations; and amount of student-loan debt per borrower (*target: increase by X; increase by Y; and decrease by Z*)
- % of households with some postsecondary education (*target: 100%*)

GOAL 1 Draft Strategies

- 1.1 Expand outreach to PK-12 and traditionally underserved populations
- 1.2 Improve the college readiness of all students
- 1.3 Cultivate affordable postsecondary education pathways for traditional, non-traditional and returning students
- 1.4 Align state appropriations, financial aid and tuition and fees such that students have broader access to postsecondary education opportunities regardless of their ability to pay

GOAL 2: Optimize Student Success for Work and Life

Options for Goal-level Measure and Target:

- Level of postsecondary educational attainment in Virginia (*target: highest/first in the nation*)
- State rank on Human Development Index (health, education, wages) (*target: top tier of states*)

GOAL 2 Draft Strategies

- 2.1 Strengthen curricular options to ensure that graduates are prepared with the competencies necessary for employment and civic engagement
- 2.2 Provide effective academic and student services infrastructures focused on persistence and completion
- 2.3 Increase on-time completion of certificates and degrees
- 2.4 Engage adults and veterans in certificate and degree completion and lifelong learning

GOAL 3: Drive Change and Improvement through Investment and Innovation

Options for Goal-level Measure and Target:

- Number of institutions conducting reviews of academic, administrative, or organizational policies and processes (*target: all*)
- Number of public institutions meeting institutional performance standards (*target: all*)

GOAL 3 Draft Strategies

- 3.1 Identify and implement public funding strategies to sustain long-term planning and responsiveness
- 3.2 Cultivate innovations that enrich quality, promote collaboration and improve efficiency
- 3.3 Foster faculty excellence, scholarship and diversity
- 3.4 Enhance higher education leadership, governance and accountability

GOAL 4: Advance the Economic and Cultural Prosperity of the Commonwealth and its Regions

Options for Goal-level Measure and Target:

- Unemployment rate of Virginia's college graduates three years post-completion, by region (*target: TBD*)
- Percent of graduates with wages at or above 150% of the poverty level (*target: TBD*)

GOAL 4 Draft Strategies

- 4.1 Build a competitive, future-ready workforce for all regions
- 4.2 Be a catalyst for entrepreneurship and a model for business incubation
- 4.3 Target funding, resources and partnerships to support research and development
- 4.4 Expand participation and engagement in public service and institutional service to the community
- 4.5 Demonstrate the impact of higher education on state and regional economic development