

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA

Offices of Owens and Minor
Capital B Conference Room, First Floor
Mechanicsville, Virginia
August 31, 2015
9:45 a.m. – 12:45 p.m.

AGENDA

Special Meeting

1. Call to order
2. Review of *The Virginia Plan for Higher Education* Page 1
3. Discussion of Potential Initiatives for *The Virginia Plan* Page 6
 - A. Update from Designated Council Members
(Fralin and Murray)
 - B. Update from Director on Discussions with Stakeholders
(Blake)
 - C. Criteria for Selection of Initiatives
(Aylward)
 - D. Begin Review of Potential Initiatives Page 10
- BREAK
- E. Continue Review of Potential Initiatives
4. Preliminary Action on Initiatives for *The Virginia Plan* Page 14
5. Next Steps
6. Adjournment

State Council of Higher Education for Virginia Agenda Item

Item: Item #2 – Review of *The Virginia Plan for Higher Education*

Date of Meeting: August 31, 2015

Presenters: Peter Blake, Director
peterblake@schev.edu

Susan Wood, Specialist for Higher Education Planning and Policy
susanwood@schev.edu

Wendy Kang, Director of Higher Education Innovation
wendykang@schev.edu

Most Recent Review/Action:

- No previous Council review/action
 Previous review/action

Date: July 21, 2015

Action: Council approved measures and related indicators to track and assess progress on *The Virginia Plan* at its meeting on July 21, 2015. The plan framework (goals and strategies) were approved in Fall 2014.

Background Information/Summary of Major Elements: This review of the plan framework and its measures, targets and related indicators is intended to set the stage for Council's discussion and action on potential initiatives for the plan.

Materials Provided: Two documents are included:

- *The Virginia Plan for Higher Education*, approved by Council on September 15 and October 28, 2014
- Measures, Targets and Related Indicators for *The Virginia Plan*, approved by Council on July 21, 2015

Financial Impact: None

Timetable for Further Review/Action: Staff continues to refine the technical specifications for the measures, targets, and related indicators to document definitions and calculations. Council identification of initiatives will inform this process.

Resolution: None

FRAMEWORK OF THE STATEWIDE STRATEGIC PLAN FOR HIGHER EDUCATION

(As Adopted by the State Council of Higher Education for Virginia
on September 16, 2014, and October 28, 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

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

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 Innovation and Investment

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 & Cultural Prosperity of the Commonwealth & its Regions

STRATEGIES:

- 4.1 Build a competitive, future-ready workforce for all regions
- 4.2 Become 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 & institutional service to the community
- 4.5 Demonstrate the impact of higher education on state and regional economic development

**The Virginia Plan for Higher Education
MEASURES AND TARGETS
(approved by the State Council of Higher Education for Virginia on July 21, 2015)**

The four goals of The Virginia Plan for Higher Education – affordable access, student success, change and improvement, and economic and cultural prosperity – establish a framework to guide higher education in the Commonwealth. Six high-level measures and accompanying targets will guide the Council as it monitors progress toward achievement of the goals and implementation of the strategies. These measures and targets will undergird the Council’s development of initiatives, inform and motivate a broad set of stakeholders, and comprise a portion of an annual report to the Governor and the General Assembly. Accompanying the measures and targets is a set of 15 related progress indicators. Together, the measures, targets and indicators support the plan and create an essential mechanism to assess and report on achievement of the statewide goals.

SUMMARY	
<p>By 2030, more Virginians will graduate with high quality credentials without excessive debt. The Commonwealth, through its public and private colleges and universities, will award 1.5 million degrees and workforce credentials, improve student success, and increase by 30 percent Virginia’s share of research expenditures.</p>	
THE COMMONWEALTH’S TARGETS FOR THE YEAR 2030	
M1 Awards	<p><u>Measure:</u> Undergraduate degrees and workforce credentials awarded to students</p> <p><u>Target:</u> 1.5 million total awards, including those that close the gap in unfilled jobs in high-demand occupations</p>
M2 Student Success	<p><u>Measure:</u> Completion rates of students</p> <p><u>Target:</u> Annual improvement in completion rates of students that closes the success gap between underrepresented populations (URP) and non-URP students by 2030</p> <p><i>(Note: URP students meet one or more of: non-white, Pell grant recipient, age 25 or older, from a Virginia locality with low undergraduate attainment rates.)</i></p>
M3 Affordability	<p><u>Measure:</u> Financial resources available to a student as a percentage of the cost of attendance</p> <p><u>Target:</u> 50 percent for a student from a low- or middle-income family</p> <p><i>(Note: Financial resources represent expected family contribution, federal and state grants and exclude loans, scholarships, work, and institutional aid. The cost of attendance includes transportation, room and board, tuition and fees, supplies, books and other expenses.)</i></p>
M4 Research Activity	<p><u>Measure:</u> Virginia academic-research expenditures as a percentage (share) of the US total</p> <p><u>Target:</u> A share 30 percent larger than in federal FY2013</p>
THE COMMONWEALTH’S ANNUAL COMMITMENTS	
M5 Price	<p><u>Measure:</u> Tuition and fees of in-state undergraduates as a percentage of family income</p> <p><u>Target:</u> Lower than the national average; less than 10 percent of income for low- and middle-income students</p>
M6 Economic Prosperity	<p><u>Measure:</u> Wages of graduates in the workforce</p> <p><u>Target:</u> 75 percent of graduates earn sustainable wages three years after graduation</p> <p><i>(Note: The definition of sustainable wages is consistent with the lower end of the range for middle income, as recommended by the Higher Education Advisory Committee and approved by Council in 2011.)</i></p>

**The Virginia Plan for Higher Education
RELATED INDICATORS
(endorsed by the State Council of Higher Education for Virginia on July 21, 2015)**

In addition to the six top-level measures, a number of related indicators will assist the Council in understanding general progress towards achievement of the goals. Many of these indicators serve as “building blocks” for the measures. The set of indicators is intended to be dynamic, thus creating opportunities to add new and revise existing ones during the years of plan implementation as appropriate.

INDICATORS IN SUPPORT OF GOALS, MEASURES AND TARGETS	
I1 Enrollment	
<i>Description:</i>	Fall headcount undergraduate enrollments
<i>Purpose:</i>	Tracks student enrollments as a primary driver of award attainment
I2 Remediation	
<i>Description:</i>	Number and percentage of first-time students in developmental courses
<i>Purpose:</i>	Provides college readiness information on students entering college for student success and award attainment
I3 Persistence and Retention	
<i>Description:</i>	Number and percentage of students who maintain enrollment
<i>Purpose:</i>	Reflects enrollments needed for student success and award attainment
I4 Average Time-to-Degree	
<i>Description:</i>	Mean undergraduate time-to-degree of graduates and percentage of those completing within the normal time for each degree
<i>Purpose:</i>	Measures the effectiveness of students moving from matriculation to completion
I5 State Funding	
<i>Description:</i>	Percentage of cost of education provided by the state
<i>Purpose:</i>	Contributes to affordable access and student success
I6 Student Debt	
<i>Description:</i>	Number and percentage of undergraduate students with debt; average debt for enrolled students and graduates
<i>Purpose:</i>	Tracks college affordability and students’ ability to pay
I7 Default Rates	
<i>Description:</i>	Overall cohort default rate on federal student loans compared with other states
<i>Purpose:</i>	Reflects students’ ability to pay upon leaving an institution
I8 Institutions’ Internal Reviews of Policies and Processes	
<i>Description:</i>	Number of institutions conducting reviews of their academic, administrative, or organizational policies and processes
<i>Purpose:</i>	Indicates institutional action leading to quality and improvement
I9 Institutional Performance Standards	
<i>Description:</i>	Number of public institutions meeting institutional performance standards
<i>Purpose:</i>	Defines the effectiveness of institutions at achieving state policy goals
I10 Accreditation Status	
<i>Description:</i>	Number of institutions meeting accreditation requirements
<i>Purpose:</i>	Gives external assessment of quality and improvement
I11 Research Expenditures	
<i>Description:</i>	Annual academic-research expenditures
<i>Purpose:</i>	Indicates how research expenditures impact Virginia’s share of expenditures compared to other states
I12 Regional Impact	
<i>Description:</i>	Regional performance on various economic development and PK-12 school success measures established by Virginia Performs
<i>Purpose:</i>	Provides leading and lagging indicators for PK-12 and higher education’s impact on a region

INDICATORS IN SUPPORT OF GOALS, MEASURES AND TARGETS (continued)	
I13 Cultural Prosperity (“best state” rankings and well-being)	
<i>Description:</i>	Virginia’s rankings on various state rankings/lists
<i>Purpose:</i>	Gives Virginia’s standings as compared with the other 49 states
I14 Credentials To Close the Gap of Unfilled Jobs in In-Demand Occupations	
<i>Description:</i>	Number of degrees, certificates, and related workforce credentials to close the gap of unfilled jobs in identified high-demand occupations
<i>Purpose:</i>	Reflects alignment of higher education to workforce needs of the Commonwealth
I15 Economic Mobility of Graduates	
<i>Description:</i>	Percentage of graduates moving from lower income to middle or upper income within 10 years of completion
<i>Purpose:</i>	Measures economic prosperity and credential value

State Council of Higher Education for Virginia Agenda Item

Item: Item #3 – Discussion of Potential Initiatives for *The Virginia Plan*

Date of Meeting: August 31, 2015

Presenters: Peter Blake, Director
peterblake@schev.edu

Wendy Kang, Director of Higher Education Innovation
wendykang@schev.edu

Stacia Aylward, CEO, Zelos, LLC
stacia.aylward@zelosllc.com

Most Recent Review/Action:

- No previous Council review/action
 Previous review/action

Date: January 12, 2015 and July 21, 2015

Review: A preliminary list of potential initiatives appeared in the materials for Council's January 12 meeting; however, due to time constraints, these materials were not discussed. Following approval of measures, targets and related indicators on July 21, Council directed staff to work with Mr. Fralin and Mr. Murray on potential initiatives for *The Virginia Plan* for discussion at the Special Meeting on August 31.

Background Information/Summary of Major Elements: Throughout development of the statewide strategic plan, staff has collected ideas for potential initiatives to support and implement the plan. An early set of such ideas appeared in the Agenda Book of the January 12 meeting, but was not discussed due to time constraints.

Measures, targets and related indicators were approved on July 21. At that time, staff was directed to work with Mr. Fralin and Mr. Murray on potential initiatives for discussion at the Special Meeting on August 31. Staff met with Mr. Fralin and Mr. Murray, in consultation with Ms. Aylward, on August 12; a lengthy list of preliminary ideas was reviewed and culled to the list presented here.

Today, in the context of the updates provided by Mr. Fralin and Mr. Murray and the discussion led by Mr. Minor, Mr. Blake and Ms. Aylward, Council will review the attached list of potential initiatives, identify its preferences and prioritize the items on

the resultant list. Action to endorse a refined list of highest-priority initiatives is requested.

As a note, priority initiatives selected by Council are those that will involve greater leadership by Council, such as members engaging in the planning and implementation of the initiative.

Initiatives that are not selected as priority by the Council, may be selected for implementation and leadership by SCHEV staff with ongoing updates to SCHEV Council and are referred to as initiatives related to operations.

Materials Provided: Four documents are included:

- Statement of the Importance of *The Virginia Plan* and its Initiatives
- Opportunities to Engage the Plan in Decision Making
- Potential Initiatives in Support of Approved Goals and Strategies
- Potential PRIORITY Initiatives

Financial Impact: None

Timetable for Further Review/Action: The initiatives were discussed with public-institution presidents at the GPAC meeting on August 24 and will be a focus of Council's joint meeting with the Council of Presidents on September 21.

Resolution: None

STATEMENT ON THE IMPORTANCE OF THE VIRGINIA PLAN FOR HIGHER EDUCATION AND ITS INITIATIVES

A half century after Governor Godwin's seminal investment in the Virginia community college system and Virginia's birth as a modern state and a modern economy, we again stand at a crossroads where Virginia can move steadily ahead or fall inexorably behind. In the past, a strong higher education system meant the difference between good and great when it came to a state's economic competitiveness. Today it is impossible to compete, much less succeed, without a strong higher education system.

A generation of disinvestment in Virginia's higher education system is starting to affect the state's economic competitiveness, access to higher education, and the quality of our workforce. Virginia stands at a crossroads where we can either move ahead and become a globally best in class competitor for the 21st century or be relegated to competing with bottom tier states and the developing world for low wage, low security jobs.

Much of Virginia's success in the 20th century was tied to federal spending, especially in defense and homeland security. Given the fiscal constraints facing the federal government, Virginia will have to make its own way to grow its economy and to strengthen its competitiveness. This means investing in the all-important human capital that is the steel of the 21st century in terms of measuring economic strength.

Continual funding cuts, tuition increases, and also run status for higher education among state government priorities will yield a bitter harvest. It will mean less access for Virginians, more reliance on out-of-state students as well as a gradual drift to "soft privatization" for the strongest institutions and the decline of developing colleges and universities. The result will have been missed opportunities all over the state to build new businesses, develop a top tier workforce, and to enhance civic life.

There is a better way. Virginia has the opportunity before it to build a 21st century research triangle or Silicon Valley investing in the Virginia Business Plan for Higher Education to take our state to new heights of economic competitiveness for Virginia and prosperity for Virginians. We can reclaim our coveted best for business ranking and move beyond best in the U.S. to best on the planet, fulfilling the vision of the Virginia business community set forth in *Blueprint Virginia*.

Virginia higher education is a core asset ready to be the engine for our state's economic renaissance. The business community, higher education, and the public stand ready to do their part if state government will make the needed commitment to lead and to invest. We can move forward into what Churchill called the "broad, sunlight uplands" if we have the will to lead and to invest. The choice is before us, the time is now, and the results, for good or bad, will be with us for the balance of this new century.

Opportunities to Engage *The Virginia Plan* in Decision Making

1. General and Professional Advisory Committee meetings, including joint meeting with Council on September 21
2. Council budget recommendations in September and October
3. Legislative recommendations for 2016 and beyond
4. Regular Council meetings
5. Legislative Joint Subcommittee on the Future Competitiveness of Higher Education
6. Institutional six-year plans
7. Enrollment projection and degree estimate process
8. Annual report on *The Virginia Plan*
9. Special Council reports
10. Communications outreach

THE VIRGINIA PLAN FOR HIGHER EDUCATION
Potential Initiatives in Support of Approved Goals and Strategies

	Potential Initiatives	Priority	Operations
Provide Affordable Access for All			
1	Coordinate the development and implementation of programs that combine resources from PK 12, community colleges, universities, and other public sources to ensure affordable, efficient, and effective pathways for students in all parts of the state	✓	
2	Endorse efforts by which high school students are assessed for community college readiness and offered remediation options before graduating from high school.		✓
3	Explore opportunities to contract with private institutions for delivery of educational services in priority areas		✓
4	Join Western Interstate Commission for Higher Education's (WICHE) Interstate Passport Initiative, which is developing block transfer agreements for the general education core based on learning outcomes		✓
Optimize Student Success for Work and Life			
5	Conduct a statewide survey or other analysis to assess the preparation for life and work of college graduates	✓	
6	Review the role of the state and SCHEV in the regulation of private postsecondary education and recommend improvements to address such factors as: economic development, student protections, institutional quality, intersection with federal regulations, and state attainment priorities	✓	
7	Lead a consortium of institutions to transition veterans into higher education		✓
Drive Change and Improvement through Investment and Innovation			
8	Seek protection of higher education funding through a constitutional amendment	✓	
9	Review and recommend potential initiatives for further restructuring that enhances institutional administrative and operational autonomy and supports improvements in quality and efficiency	✓	
10	Identify and recommend models for technology-enhanced instruction that improves the quality of instruction or provides greater cost efficiencies for students or the institutions	✓	
11	In collaboration with institutions, identify a method or methods for measuring the quality of undergraduate education, including employment outcomes and community engagement of graduates	✓	

THE VIRGINIA PLAN FOR HIGHER EDUCATION
Potential Initiatives in Support of Approved Goals and Strategies

	Potential Initiatives	Priority	Operations
12	Develop additional orientation opportunities for board of visitors, including a regular convening of rectors and presidents; establish a Virginia Board of Visitors Development Institute		✓
13	Establish a Fund for Excellence, Innovation and Reform as an incentive for significant change in academic and student learning experience.		✓
14	Identify and implement cost-efficiency measures, in partnership with institutions, to demonstrate efforts to contain costs, increase student options, and improve on-time completion		✓
15	Examine ways to restructure financial aid to promote academic progress and completion		✓
16	Review and implement selected recommendations from the JLARC reports		✓
17	Improve coordination of 4VA assets to improve collaboration, expand institutional participation and increase student success and research outcomes		✓
18	Identify institutional and state opportunities to increase faculty diversity		✓
19	Seek opportunities for Virginia board members to serve on national governance committees and host national meetings in the Commonwealth.		✓
20	Establish an advisory committee to assist institutions on development on effective prevention and response of sexual misconduct, per Governor's Task Force		✓
Advance the Cultural and Economic Prosperity of the Commonwealth and Its Regions			
21	Undertake a coordinated communications strategy to improve public perception of the value and understanding of higher education, including Council reports, traditional media, and social media	✓	
22	To support economic development for the Commonwealth, undertake a long-term initiative that attracts and retains research faculty through infrastructure matches to federal and private research grants	✓	
23	Establish a network of work-based learning and internship opportunities in partnership with institutions, the Virginia Chamber of Commerce, the Virginia Economic Development Partnership, and others	✓	

THE VIRGINIA PLAN FOR HIGHER EDUCATION
Potential Initiatives in Support of Approved Goals and Strategies

	Potential Initiatives	Priority	Operations
24	Determine gaps in occupations requiring post-secondary education and identify initiatives to increase workforce credentials and degrees in these areas and others	✓	
25	Develop a Commonwealth Compact agreement between institutions and businesses (in follow-up from the Summit on Quality and Value)		✓
26	Facilitate coordination among institutions, businesses, and state entities in support of priority research areas and support the creation of a financing mechanism that provides the ability to attract and retain research faculty and match federal and private research money		✓
27	Establish in state code the ability to use state financial aid for non-credit workforce courses and programs that support regional and economic development		✓
28	Require institutions to include in their six-year plans specific strategies to contribute to workforce development		✓

Note: Priority initiatives selected by Council are those that will involve greater leadership by Council, such as members engaging in the planning and implementation of the initiative.

Initiatives that are not selected as priority by the Council, may be selected for implementation and leadership by SCHEV staff with ongoing updates to SCHEV Council and are referred to as initiatives related to operations.

THE VIRGINIA PLAN FOR HIGHER EDUCATION
Potential Initiatives in Support of Approved Goals and Strategies

*	Potential <u>Priority</u> Initiatives	Related Strategies
Provide Affordable Access for All		
1	Coordinate the development and implementation of programs that combine resources from PK 12, community colleges, universities, and other public sources to ensure affordable, efficient, and effective pathways for students in all parts of the state	1.1, 1.3, 2.2
Optimize Student Success for Work and Life		
5	Conduct a statewide survey or other analysis to assess the preparation for life and work of college graduates	4.1,2.1
6	Review the role of the state and SCHEV in the regulation of private postsecondary education and recommend improvements to address such factors as: economic development, student protections, institutional quality, intersection with federal regulations, and state attainment priorities	3.2,3.4
Drive Change and Improvement through Investment and Innovation		
8	Seek protection of higher education funding through a constitutional amendment	3.1, 1.4
9	Review and recommend potential initiatives for further restructuring that enhances institutional administrative and operational autonomy and supports improvements in quality and efficiency	3.4
10	Identify and recommend models for technology-enhanced instruction that improves the quality of instruction or provides greater cost efficiencies for students or the institutions	3.2
11	In collaboration with institutions, identify a method or methods for measuring the quality of undergraduate education, including employment outcomes and community and civic engagement of graduates	3.2
Advance the Cultural and Economic Prosperity of the Commonwealth and Its Regions		
21	Undertake a coordinated communications strategy to improve public perception of the value and understanding of higher education, including Council reports, traditional media, and social media	4.5, 3.1
22	To support economic development for the Commonwealth, undertake a long-term initiative that attracts and retains research faculty through infrastructure matches to federal and private research grants	4.3
23	Establish a network of work-based learning and internship opportunities in partnership with institutions, the Virginia Chamber of Commerce, the Virginia Economic Development Partnership, and others	4.1,2.1
24	Determine gaps in occupations requiring post-secondary education and identify initiatives to increase workforce credentials and degrees in these areas and others	4.1,4.5

* Numbers are a reference from the full list of Initiatives proposed.

State Council of Higher Education for Virginia Agenda Item

Item: Item #4 – Preliminary Action on Initiatives for *The Virginia Plan*

Date of Meeting: August 31, 2015

Presenters: Peter Blake, Director
peterblake@schev.edu

Most Recent Review/Action:

- No previous Council review/action
 Previous review/action

Date: August 31, 2015

Review: Potential initiatives were reviewed earlier in the agenda for this meeting.

Background Information/Summary of Major Elements: Following approval of the plan's measures, targets and related indicators on July 21, Council directed staff to work with Mr. Fralin and Mr. Murray on potential initiatives for discussion at today's meeting. Staff worked offline and in-person on August 12 with Mr. Fralin and Mr. Murray to cull and a lengthy list of preliminary ideas. The resultant list of potential initiatives appears in the materials for this meeting and have been discussed and prioritized today.

Staff recommends that Council act to endorse the list of initiatives that resulted from its discussions today, such that staff can begin to present and discuss this list with stakeholders as Council's preliminary list of preferred initiatives. Final approval of initiatives can be made today or in a subsequent meeting following input from stakeholders.

Materials Provided: None

Financial Impact: None

Timetable for Further Review/Action: Staff will seek feedback from stakeholders in advance of Council's September 21-22 meeting, including discussion with public-institution presidents at the GPAC meeting on August 24. The initiatives will be a focus of Council's joint meeting with the Council of Presidents on September 21.

Resolution:

BE IT RESOLVED that the State Council of Higher Education for Virginia endorses the list of initiatives that resulted from its discussions on August 31, 2015 and directs staff to solicit input from stakeholders on these initiatives to inform Council's approval of a final list of initiatives on September 22, 2015.