DRAFT STRATEGIC PLAN
VISION and MISSION with GOALS AND STRATEGIES

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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

**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

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

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

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

2.1. Improve readiness upon entry

2.2. Ensure students meet certificate/degree goals

2.3. Engage adult learners

- TJ21 100k
- Earnings
- Remediation rates
- Retention rates
- Transfer rates
(3)
Achieve Sustainable Excellence

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

- Institutional solvency
- Best value and other rankings
- % Admin Costs
(4) Advance Economic Prosperity of the Commonwealth

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

- State’s tax base
- Employment rate
- 50k STEM-H
- Research $s
- Participation rates
Frame a Compelling Narrative for Higher Education

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

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

(1) Provide Affordable Access for All

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

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

(2) Optimize Student Success

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

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

(3) Achieve Sustainable Excellence

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

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

(4) Advance Economic Prosperity of the Commonwealth

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

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

(5) Frame a Compelling Narrative for Higher Education

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

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

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