

# Strategic Planning Task Force Meeting

July 21, 2014

J. Sargeant Reynolds Community  
College

# Strategic plan overview

- Data Memo
- Gap Analysis
- Policy Scan
- Goals and Strategy Memo
- Organizational Audit
- Proposals and Final Report

# Environmental scan

- What are the challenges and issues that will shape higher education in Virginia?
- Geography
- Demographics
- Economics

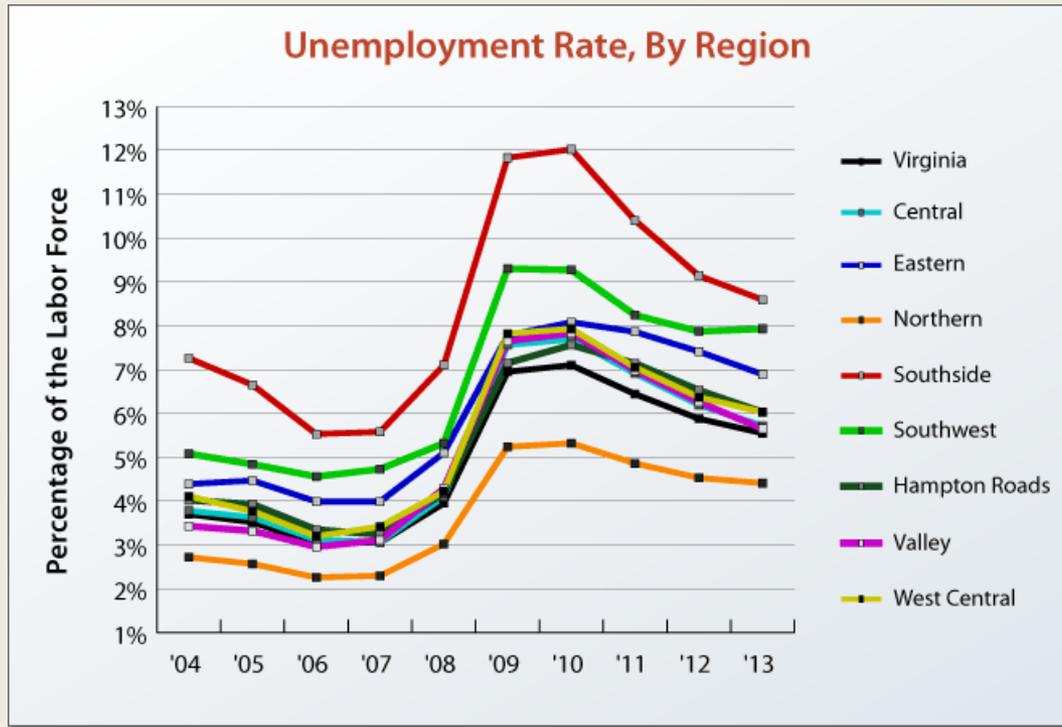
# Increasing ethnic/racial diversity

- Hispanic/Latino population will double in the next 15 years
- By 2040 half of Virginia's population will be something other than White non-Hispanic
- Poverty is associated with race/ethnicity— Black/African American children in Virginia are three times as likely to grow up in poverty as are White, non-Hispanic children
- Hispanic children are twice as likely to grow up in poverty than are White, non-Hispanic children  
(table 1, 2)

# Regional differences

- State averages hide significant differences regionally
    - Northern has 2.7 million residents and a median family income of \$102,000
    - Southwest has 384,000 residents and a median family income of \$36,000
    - The “Rural Horseshoe” regions face a very different future than does the Northern, Valley and Hampton Roads regions
- (table 5)

# Unemployment by Region



# College ready enrollment

- Period of slow growth in number of high school graduates
- No growth in number of 18-24 year old population between now and 2020
- Test data suggest that roughly 37 percent of Virginia high school graduates are prepared to succeed in college—67% of high school graduates continue on to college

(figure C, table 6, figure D)

# Employment

- Washington, D.C. suburbs are one of the two highest IT concentration employment markets in the nation, San Jose is the other
- Employment in Virginia is dominated by service jobs
- Federal government plays an outsized role in the state's economy, 30%

(table 8, figure H)

# Occupational demand

- IT and computer related occupations need more employees than Virginia colleges and universities are supplying
- Healthcare professions are also growing fast, but higher education in the state appears to be keeping up
- Shortages are as likely to be below baccalaureate levels as baccalaureate and above

(table 9, 10)

# Higher education enrollment

- 594,000 students attend college in Virginia
- 21,000 are citizens of other states
- 69% are in public institutions
- 22% are in private non-profit
- 9% are in private for-profit

(table 15, 16)

# Distance education

- 110,000 students are enrolled exclusively online
- Liberty University enrolls about 62,000 students online
- 97,000 students are taking some classes online

(table 18)

# Ethnic/racial enrollment

- About 20% of the students attending public four-year institutions are from a minority racial/ethnic background (excluding Asian)
- Varies from 8% to 86%
- Minority enrollment in public community colleges ranges from 3% to 61%
- 10 community colleges exceed 40% minority  
(table 19, 20)

# Degrees

- 133,581 degrees and certificates were awarded in Virginia last year
  - 24,402 certificates
  - 26,232 associate degrees
  - 56,004 bachelor degrees
  - 21,549 masters degrees
  - 2,096 doctoral degrees
  - 3,298 professional degrees
- (table 21)

# Degrees by racial/ethnic group, public research

## **Population 18-24**

White	Black	Asian	Hispanic	Other
59%	22%	5%	10%	3%

## **Pub Research undergraduate FT enrollment**

58%	16%	10%	6%	9%
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## **BA Degrees**

61%	14%	10%	5%	15%
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(table 22)

# Degrees by racial/ethnic group, other public 4

## Population 18-24

White	Black	Asian	Hispanic	Other
59%	22%	5%	10%	3%

## Other public-4 undergrad FT enrollment

62%	16%	8%	5%	8%
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## BA degrees

65%	13%	8%	5%	9%
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# Degrees by racial/ethnic group, public

## 2

### Population 18-24

White	Black	Asian	Hispanic	Other
59%	22%	5%	10%	3%

### Public-2 FT enrollment

58%	23%	6%	8%	5%
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### AA degrees

65%	16%	7%	7%	1%
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# Degrees by racial/ethnic group, private not-for-profit

## Population 18-24

White	Black	Asian	Hispanic	Other
59%	22%	5%	10%	3%

## NFP undergraduate FT enrollment

62%	23%	2%	4%	9%
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## BA degrees

68%	18%	2%	4%	9%
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# Degrees by racial/ethnic group, for-profit-4

## Population 18-24

White	Black	Asian	Hispanic	Other
59%	22%	5%	10%	3%

## For-profit-4 FT undergraduate enrollment

35%	40%	4%	7%	13%
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## Associate Degree

36%	38%	2%	7%	17%
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## BA degree

35%	33%	12%	6%	13%
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# Degrees by racial/ethnic group, private for-profit-2

## Population 18-24

White	Black	Asian	Hispanic	Other
59%	22%	5%	10%	3%

## FP-2, FT enrollment

25%	52%	4%	13%	6%
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## AA degree

31%	59%	1%	4%	4%
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## Certificate

28%	45%	6%	16%	4%
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# Affordability

- Published price before aid or discounts
- Net price after grant aid is awarded
- Price include all tuition, fees, living costs and other costs associated with going to college
- Price of attendance varies by where the student lives; home, on campus or off campus

# Net price, public-4

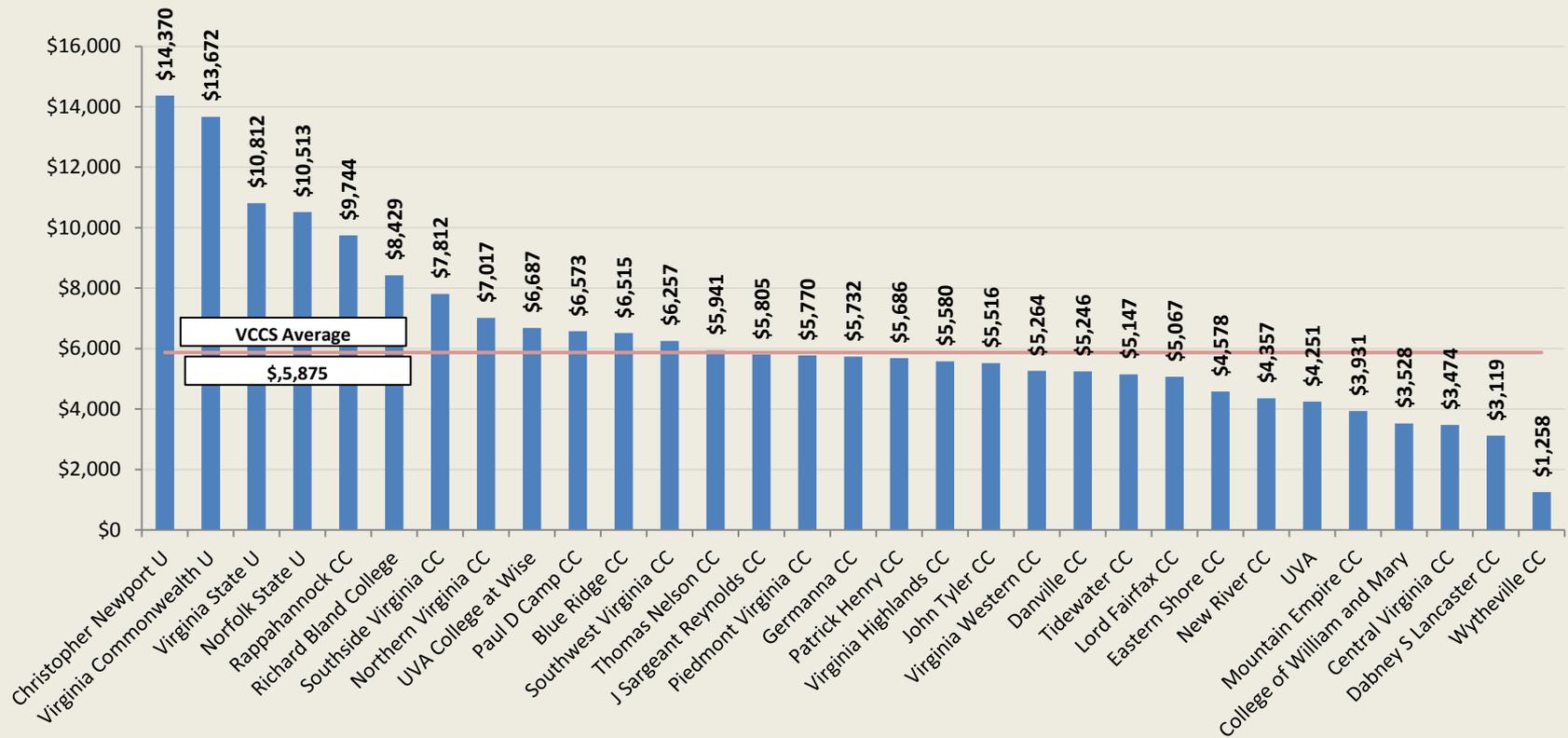
- Published price of attendance on campus =\$24,385
- Net price for students that received any grant=\$14,118
- Net price for student with family income \$30,000 or less=\$9,730
- Lowest net price for low-income—College of William and Mary, \$3,528
- Highest net price for low-income—Christopher Newport, \$14,370

(table 28)

# Net price, public-2

- Published price of attendance on campus =\$9,890
- Net price for students that received any grant=\$6,183
- Net price for student with family income \$30,000 or less=\$5,541
- Lowest net price for low-income—Wytheville Community College, \$1,258
- Highest net price for low-income—Rappahannock Community College, \$ 9,744

# Average Net Price, \$30,000 and under for selected VA public institutions



SOURCE: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall 2010, Institutional

# Affordability

- The average undergraduate charge at a public 4-year college/university in Virginia represents 45% of average family disposable income in 2011
- Virginia provided \$661 in student aid per undergraduate enrollment compared with \$858 average nationally

(table 29, 30)

# State support

- US=1
- Higher education support per capita VA=.85
- Higher education support per \$1,000 personal income VA=.76
- Allocation of state tax returns and lottery profit to higher education; VA=5.8%, US=6.8%

(p. 56)

# Salaries (2012-13)

- Full-time faculty salaries for public 4-year average=\$80,398;
  - range from \$106,017 at UVA to \$58,421 at Wise
- National average for public 4-year faculty is \$81,902;
  - for intensive research u peers, the average salary was \$107,024
- Community college faculty received an average salary of \$58,644;
  - ranging from \$63,546 at NVCC to \$52,360 at Patrick Henry
- National average for CCs was \$62,443  
(table 34, 35, 39)

# Research

- VA is 41<sup>st</sup> in academic R&D per \$1,000 of gross domestic product
- NSF ranks Virginia Tech 40 in university research expenditures in the United States
- UVA ranks 59<sup>th</sup>
- Virginia Commonwealth 101
- Old Dominion 145

(p. 59)

# Research

- Total expenditure on R&D per nonmedical faculty
  - Virginia \$75.89
  - SREB \$82.79
  - JBLA peers \$99.16
- State funding of public research universities per student FTE (2010)
  - VA=7,752
  - US=12,810

(table 37, 38)

# Partnerships with business

- Business wants to work with colleges and universities in the state
- There are opportunities for partnerships in place, some more developed than others
- Best to work locally and regionally  
(appendix B)

# What does this all suggest?

- Risks:
  - Flat college age population trend
  - Vulnerability to federal funding cuts
  - State support lags
  - Price of attendance is too high for many families
- Challenges:
  - Increasing ethnic/racial diversity
  - Need more IT proficient graduates

# What does this all suggest?

- Challenges (continued)
  - Need to improve academic research
- Opportunities:
  - Reputation for high quality institutions
  - Willing partners in business
  - Community colleges can be central in development in rural counties
  - Private sector higher education provides diverse opportunities

# Questions

- How do we balance excellence in education, which often means exclusion, with public mission to serve the whole state?
- Is it acceptable to have significant variation in the net price of attendance for low-income students among CC, 4-year public colleges and universities?
- Why is attendance and success of minority students lower in public 4-year colleges and universities compared with other types of colleges?