Statewide Strategic Plan Development

Executive Committee Meeting
October 27, 2014
Mission & Vision
“purpose” & “desired future”

Goals
“outcomes”

Strategies
“what we must do well to achieve goal”

Initiatives & Measures
“how we do it – programs, tasks” & “how we will know”
Mission & Vision (approved)

Goals (approved)

Strategies (this meeting)

Initiatives & Measures (next!)

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

GOAL 1
Provide Affordable Access for All

GOAL 2
Optimize Student Success for Work and Life

GOAL 3
Drive Change and Improvement through Investment and Innovation

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

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.

GOAL 1
Provide Affordable Access for All

GOAL 2
Optimize Student Success for Work and Life

GOAL 3
Drive Change and Improvement through Investment and Innovation

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

Goal-Level Measure and Target

Draft Strategies
GOAL: Provide Affordable Access for All

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

Options for Goal-level Measure:
• 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%)
Options for Goal-level Measure:

- Level of postsecondary educational attainment in Virginia \(\text{target: highest/first in the nation}\)

- State rank on Human Development Index (health, education, wages) \(\text{target: top tier of states}\)

GOAL: Optimize Student Success for Work and Life

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: Drive Change and Improvement through Investment and Innovation

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

Options for Goal-level Measure:
• 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: Advance the Economic and Cultural Prosperity of the Commonwealth and its Regions

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

Options for Goal-level Measure:
• 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)
DISCUSSION