

## Statewide Strategic Plan

### Strategies and Measures – 10.27.2014 and 09.16.2014

<b>MISSION:</b> 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.	
<b>VISION:</b> Higher Education will transform the lives of Virginians, our communities and our Commonwealth.	
<b>GOAL 1: Provide Affordable Access for All</b>	
<b>OPTIONS FOR GOAL-LEVEL MEASURE AND TARGET</b>	
<b>10.27.2014 Executive Committee Meeting</b>	<b>09.16.2014 Council Meeting</b>
<ul style="list-style-type: none"> <li>• Number of additional students in total; number of additional students from underserved populations; and amount of student-loan debt per borrower (<i>target: increase by X; increase by Y; and decrease by Z</i>)</li> <li>• % of households with some postsecondary education (<i>target: 100%</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• % of adults/households with at least some postsecondary education (<i>target: 100%</i>)</li> </ul>
<b>DRAFT STRATEGIES</b>	
<b>10.27.2014 Executive Committee Meeting</b>	<b>09.16.2014 Council Meeting</b>
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	1.1 Expand outreach to K-12 and traditionally underserved communities to foster cultures of learning 1.2 Improve the college readiness of all students 1.3 Cultivate pathways into college for traditional, non-traditional and returning students 1.4 Achieve affordable net price for all students and their families

## GOAL 2: Optimize Student Success for Work and Life

### OPTIONS FOR GOAL-LEVEL MEASURE AND TARGET

10.27.2014 Executive Committee Meeting	09.16.2014 Council Meeting
<ul style="list-style-type: none"> <li>• Level of postsecondary educational attainment in Virginia <i>(target: highest/first in the nation)</i></li> <li>• State rank on Human Development Index (health, education, wages) <i>(target: top tier of states)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Human Development Index (includes health, education and wages) <i>(target: top tier)</i></li> </ul>

### DRAFT STRATEGIES

10.27.2014 Executive Committee Meeting	09.16.2014 Council Meeting
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	2.1 Provide effective remediation, academic and student services infrastructure to improve completion 2.2 Produce graduates prepared to live productive, meaningful lives 2.3 Improve timely completion rates for certificates and degrees 2.4 Engage adult learners and veterans in degree completion and lifelong learning

**GOAL 3: Drive Change and Improvement through Investment and Innovation**

**OPTIONS FOR GOAL-LEVEL MEASURE AND TARGET**

<b>10.27.2014 Executive Committee Meeting</b>	<b>09.16.2014 Council Meeting</b>
<ul style="list-style-type: none"> <li>• Number of institutions conducting reviews of academic, administrative, or organizational policies and processes (<i>target: all</i>)</li> <li>• Number of public institutions meeting institutional performance standards (<i>target: all</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• To Be Determined</li> </ul>

**DRAFT STRATEGIES**

<b>10.27.2014 Executive Committee Meeting</b>	<b>09.16.2014 Council Meeting</b>
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	3.1 Identify and implement a sustainable funding model 3.2 Lead institutional innovation and productivity in all institutions 3.3 Achieve greater responsiveness, resilience and readiness for future disruptions 3.4 Create a diverse environment in which discovery and creativity thrive 3.5 Enhance higher education leadership, governance and accountability at all levels

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

**OPTIONS FOR GOAL-LEVEL MEASURE AND TARGET**

<b>10.27.2014 Executive Committee Meeting</b>	<b>09.16.2014 Council Meeting</b>
<ul style="list-style-type: none"> <li>• Unemployment rate of Virginia’s college graduates three years post-completion, by region (<i>target: TBD</i>)</li> <li>• Percent of graduates with wages at or above 150% of the poverty level (<i>target: TBD</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Unemployment rate of Virginia's college graduates, by region (<i>target = TBD by region</i>)</li> </ul>

**DRAFT STRATEGIES**

<b>10.27.2014 Executive Committee Meeting</b>	<b>09.16.2014 Council Meeting</b>
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 and institutional service to the community 4.5 Demonstrate the impact of higher education on state and regional economic development	4.1 Build a competitive, well-educated/ trained workforce - at all levels and for all regions 4.2 Be a model of business incubation and catalyzing entrepreneurship 4.3 Develop world-class research centers and talent hubs 4.4 Expand participation and engagement in public service and institutional service to the community