DRAFT STRATEGIC PLAN
VISION and MISSION with
GOALS and STRATEGIES

JBL Associates Team

Richmond, VA
September 8, 2014
The presentation is designed to...

- Update the Executive Committee on progress since August 22 meeting
  - Revisions to DRAFT mission, vision, goals and strategies
- Discussion
August 22

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.

September 8

Higher education in Virginia will advance postsecondary learning, research and public service that enhance the civic health of the Commonwealth and the quality of life of all its people.
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.

Transform the lives of Virginians, our communities and our Commonwealth through higher education.
Higher education in Virginia will advance postsecondary learning, research and public service that enhance the civic health of the Commonwealth and the quality of life 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 for Work and Life**

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

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

**3. Reinvent Virginia’s Postsecondary Education Model for future generations**

[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 for the Commonwealth and its Regions**

[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

PM = Sample performance measures; measures are notional and will be refined.
(1)
Provide Affordable Access for All

1.1. Expand early and ongoing outreach programs and build culture of learning

1.2. Cultivate accessible pathways and seamless articulation and transfer

1.3. Achieve affordable net price and differentiated tuition

1.4. Accelerate completion and manage the total cost of completion

- Participation rates
- Financial aid
- Loans
- Cont. to 529
- Share of income
2.1. Improve readiness upon entry; reduce the need for remediation

2.2. Produce graduates who are prepared to live productive, meaningful lives

2.3. Improve degree and credential completion rates

2.4. Engage adult learners in degree completion and lifelong learning

Optimize Student Success for Work and Life
3.1. Continue to invest in abiding elements of Virginia postsecondary education excellence

3.2. Improve institutional readiness for future disruptions

3.3. Commit to greater resilience, responsiveness and productivity

3.4. Reaffirm Public Support for Virginia Postsecondary Education

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

4.1. Build a competitive, well-educated and trained workforce at all levels

4.2. Provide for the economic development of our communities and regions

4.3. Support research that creates new knowledge and leads to commercialization of new products and ventures

4.4. Encourage and expand public service that meets the needs of Virginia’s economy

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