DRAFT STRATEGIC PLAN
VISION and MISSION with GOALS AND STRATEGIES

JBL Associates Team

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Mission

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.
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**Goals**

1. Provide Affordable Access for All
2. Optimize Student Success for Work and Life
3. Realign Postsecondary Education with the Needs of Future Generations
4. Advance the Economic and Cultural Prosperity of the Commonwealth and its Regions

**Initiatives**

| TJ21 100k | Earnings Remediation rates Retention rates Transfer rates
| State’s tax base Employment rate 50k STEM Research $s Participation rates
| Institutional solvency Best value and other rankings % Admin Costs

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.

1. **Provide Affordable Access for All**

2. **Optimize Student Success for Work and Life**

3. **Drive Change and Improvement through Investment and Innovation**

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

**Possible Outcome Measures at the Goal Level**
(1) Provide Affordable Access for All

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

Measure = % of adults/households with at least some postsecondary education; Target = 100%
(2) Optimize Student Success for Work and Life

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

Measure = Human Development Index; Target: Top Tier (includes health, education and wages)
(3) Drive Change and Improvement through Investment and Innovation

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 and governance at all levels

Measure: Levels of investment, adoption and diversity; Target: Growth (TBD)
Advance the Economic and Cultural Prosperity of the Commonwealth and its Regions

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

4.2. Become 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

Measure: Unemployment rate of Virginian's college graduates, by region;
Target = TBD by region