

STATEWIDE STRATEGIC PLAN VISION and MISSION with GOAL AND STRATEGY PROPOSALS

JBL Associates Team

Joint Meeting of the Council of Presidents and SCHEV
James Madison University
September 15, 2014

JBL | ASSOCIATES, INC.
6900 WISCONSIN AVENUE, SUITE 606
BETHESDA, MD 20815
TEL. 301.654.5154
WWW.JBLASSOC.COM

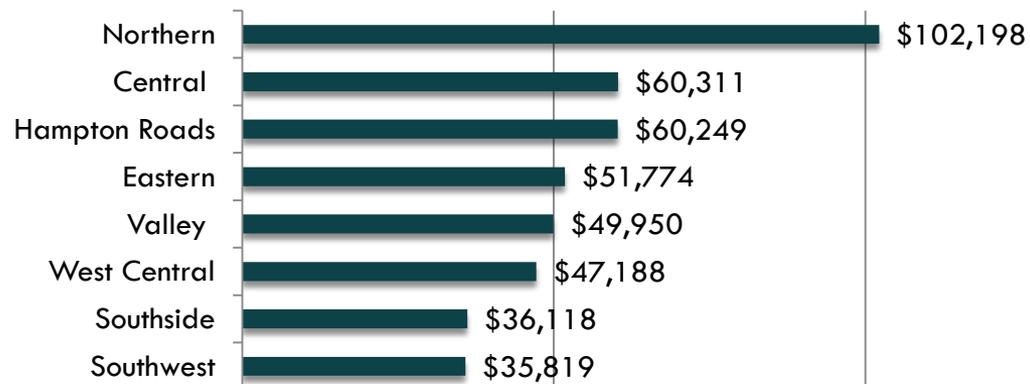
Research that Matters

Environmental Scan:

Regional Differences

- Virginia can only be understood as a collection of distinctive regions, each of which are important to the Commonwealth's success.
- Northern VA dominates in population, wealth, economic vibrancy, education and income.
- The rural regions in the south, west and east need different solutions than do the suburbs of Washington, Richmond and Virginia Beach.
- The average family from the Southwest part of the state has income of \approx \$36,000.

Median income by region, 2008-12



Source: U.S. Census Bureau

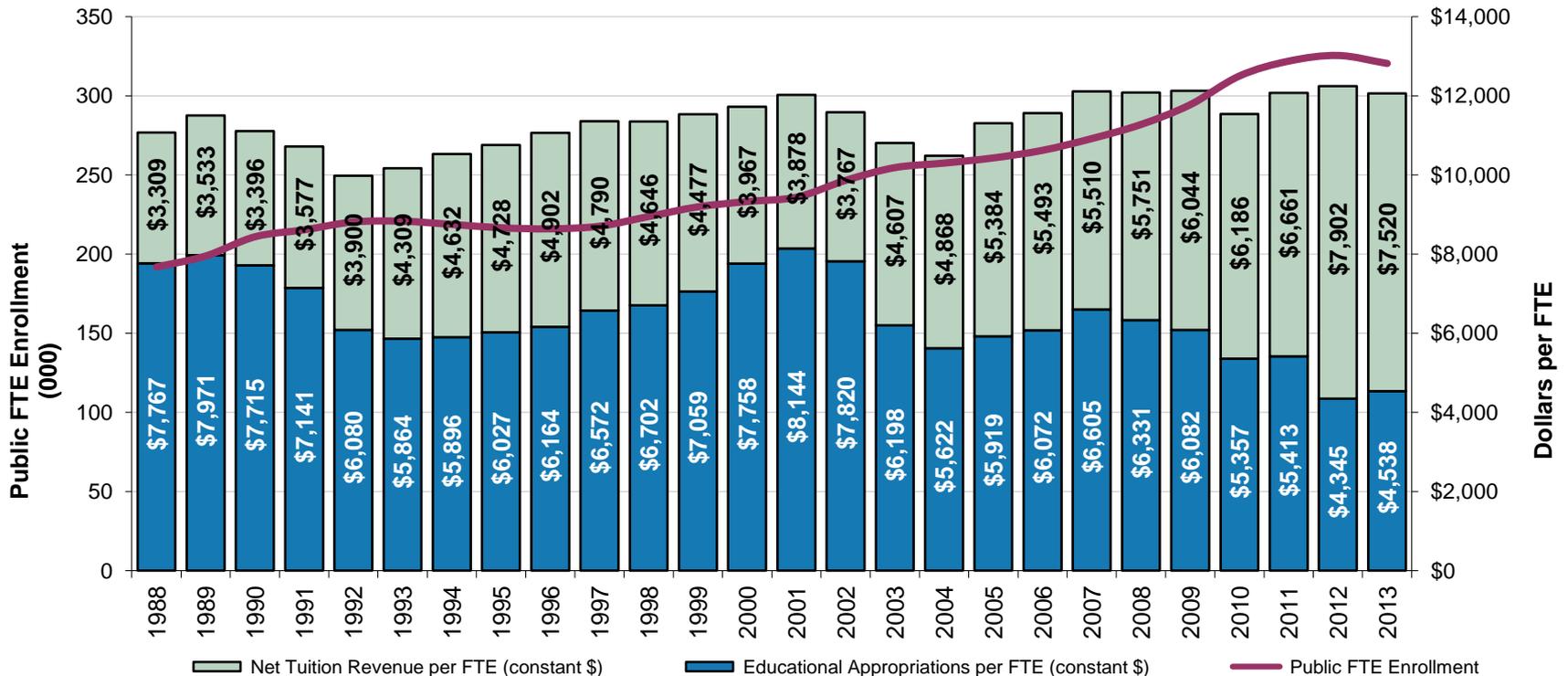
Environmental Scan:

Demographic Shifts

- Slow to no growth is expected in the college-age population between now and 2020.
- Half the high school graduates who are interested in college are not well prepared to succeed academically.
- The two largest groups of adults by education level are high school graduates and those with some education; these are good candidates for returning to college.
- Hispanic/Latino high school graduates are the fastest growing ethnic group in Virginia and currently they are the least likely among groups to enroll in college.
- Black/African American high school graduates have a high college dropout rate.

Environmental Scan: Institutional Sustainability

Public FTE enrollment, educational appropriations and total educational revenue per FTE, Virginia—FY1988-2013



Note: Constant 2013 dollars adjusted by SHEEO Higher Education Cost Adjustment (HECA). Educational Appropriations include ARRA funds.
Source: SHEEO

Extrapolated Trends

Today

- Tuition/fees poised to increase 5-7% per year.
- Virginia economy experiencing weak recovery; additional cuts in defense/govt spending loom.
- Virginia tax revenues dipped this year; led to reduction of planned budget increases.
- VCU study shows the public supports tax increases to keep funding the same for: public K-12 (70%) and/or higher education (49%). A 21% point neediness gap.

Five Years in the Future

- Compounded increase of 25-35%+ over five years without relief. This number scares people.
- Likely to plateau for next few years, possible growth in years 3-5.
- Tax revenues/state budgets likely to be flat for 3 years, possible improvement after that.
- Tax increases unlikely in any case, but the benefit from funding higher education needs to be demonstrated & communicated more effectively to close the perception gap with public K-12.

Extrapolated Trends (Continued)

Today

- Increasing numbers of Hispanic students and other minorities.
- Pipeline from Northeast/Mid-Atlantic states is important to Virginia institutions.
- Availability of publicly-funded research dollars is tightening.

Five Years in the Future

- Trends will continue. Need to improve culture of learning and readiness of these students if HE degree production is to increase.
- Decreasing numbers of college-ready students in the Mid-Atlantic and Northeast able to pay out-of-state tuitions, providing a challenge for the pipeline for top Virginia institutions.
- Competition for research funding will increase and institutions will turn to alternative sources of R&D funding.

Stakeholder Input:

Five Themes and Their Success Factors

Access/Affordability

Enhance Culture of Learning
Accessible Pathways
Seamless Transfer/Articulation
Affordable Tuition/Net Price
Needs-Based Aid
Manage Total Price of Completion
Accelerate Completion Time
Recognize Regional Variations

Sustainability

Institutional Leadership
Dependable State Funding
Streamline Mandates/Regulation
Deliver Expected Outcomes/Value
Improve Productivity/Efficiency
Achieve Innovation at Scale
Collaboration/Collective Action
Shared Services
New Revenue Streams
Leverage Technology-Based Tools/
Practices/Experiences
Refine Capital Construction Model

Student Success

Respond to Changing Demography
Nurture Pre-K-20 Pipeline
High School Bridge Programs
Improve College Readiness
Elevate Completion Rates
Degree Completion Tracks

Graduates Prepared for Useful Lives:

-Critical Thinking Skills

-Active Citizens

-Employability/Work Habits

-Capacity for Perpetual Learning

Among stakeholders who
contributed:

- College and HS students, teachers and administrators
- Business and Community Leaders, VBHEC, VA Chamber of Commerce
- Legislative and Executive Leaders and Staff
- SCHEV Council and Staff
- COP Presidents Advisory Group
- FAC and IPAC

Excellence

Institutional Leadership
Distinctiveness of Virginia Institutions
Excellence in Performance/Outcomes/Value
Academic Quality
Competitive Salaries & Compensation
Innovation in New Modes of Learning
Resilience/Responsiveness

Prosperity & Economic Vitality

Higher Education is **Critical** to P&EV
Achieve a Well-Prepared Workforce,
at All Levels
Support Regional Distinctiveness/Development
Increase/Leverage Research Activity
Accelerate Entrepreneurship/Innovation
Commercialize Ideas/Ventures
Eliminate Impediments/Barriers
Support Clusters/Centers of Excellence

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.

Mission

Higher education in Virginia will advance postsecondary learning, research and public service that enhance the economic and financial health of the Commonwealth and the well-being of all its people

VISION

Goals

(1) Provide Affordable Access for All

(4) Advance the Economic and Cultural Prosperity of the Commonwealth and its Regions

Initiatives

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

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

Goals

(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

Goal

(1) Provide Affordable Access for All

Strategies

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

Initiatives

Measures

**Measure = % of adults/households with at least some postsecondary education;
Target = 100%**

Goal

(2) Optimize Student Success for Work and Life

Strategies

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

Initiatives

Measures

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, governance and accountability at all levels

To Be Determined

Goal

(4)

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

Strategies

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

Initiatives

Measures

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