

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA

SPECIAL COUNCIL MEETING
Owens & Minor Corporate Office
9120 Lockwood Blvd.
Mechanicsville, Virginia

10:00 a.m. – 2:30 p.m.
Capital Room C

1. Call to Order
2. Approval of Minutes
 - a) Joint meeting 9/19/16 Page 1
 - b) Special meeting 10/24/16 Page 4
3. Discussion of The Virginia Plan for Higher Education
 - a) Update on Initiatives and Activities for 2016 Page 7
 - b) Review Council Priority Initiatives for 2017 Page 11
 - c) Findings from Analysis of Measures, State Ranking and Current Climate Page 12
4. New Business
5. Motion to Adjourn

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
JOINT MEETING WITH COUNCIL OF (PUBLIC INSTITUTION) PRESIDENTS
SEPTEMBER 19, 2016
MINUTES**

Mr. Minor called the meeting to order at 4:20 p.m. in Salons 1 and 2, Student Commons, Virginia Commonwealth University, Richmond, Virginia. Council members present: Ken Ampy, Marge Connelly, Heywood Fralin, Dan Gundersen, Henry Light, Gene Lockhart, G. Gilmer Minor, III, Pamela Moran, William Murray, Carlyle Ramsey, Minnis Ridenour, and Tom Slater.

Council member absent: Katharine Webb.

SCHEV staff present: Peter Blake, Beverly Covington, Joe DeFilippo, Alan Edwards, Dan Hix, Wendy Kang, Tod Massa, and Lee Ann Rung.

A list of other attendees is attached.

INTRODUCTIONS

President Reveley reviewed priorities that the Council of Presidents (COP) have agreed are important, including need-based financial aid; research, economic development efforts between institutions and local government; investment in recruiting faculty; and continuing to beat the drum about the importance of higher education to the health and prosperity of the Commonwealth. SCHEV and colleges and universities should continue to assist the General Assembly's Joint Subcommittee on the Future Competitiveness of Higher Education.

Mr. Minor suggested that presidents representing the COP should present to the upcoming joint subcommittee meeting, and Mr. Blake indicated that he would suggest this idea to the members of the subcommittee. Mr. Minor assured the presidents that Council will continue to impress upon legislators the importance of sustaining funding for higher education.

A roundtable discussion progressed, and each president emphasized his or her priorities. Financial aid remained the top priority, with executives of some smaller institutions expressing concern that they cannot offset Virginia students with out-of-state students, making financial aid particularly important to them. Uncertainty of the federal budget will adversely affect some institutions. Expanding pathways and increasing access was also an important priority. Faculty salaries are important, and without flexibility to increase them, presidents said it becomes difficult to compete for the best faculty. Presidents said that Council also should emphasize what it means to be engaged citizens and the importance of higher education in shaping society. All presidents expressed thanks for appropriations to higher education in the last legislative session.

Mr. Blake summarized the discussion, saying that while higher education has experienced its best year, efforts need to be made to hold onto the progress and gains the state made. Priorities: need- based financial aid, compensation for classified staff and faculty, PK-12 partnerships to facilitate access, and partnerships and other initiatives that capitalize on the strength of organizations.

In response to efforts SCHEV can make in advancing the priorities, it should continue to find ways to maintain and increase funding for higher education, and protect the autonomous nature of the Commonwealth's system.

COMMONWEALTH EDUCATION POLL FOR 2016

Robyn McDougle and Alexandra Stewart reviewed and discussed the 2015-16 Commonwealth Education Poll, which is a state-wide survey of adults in Virginia that provides a representative picture of public opinion on questions asked. They solicited suggestions and responses from presidents as questions are prepared for the 2016-17 poll.

PROCESS FOR ENROLLMENT PROJECTIONS AND DEGREE ESTIMATES

Mr. Massa presented information about the process for the enrollment projections and degree estimates and explained the Council's schedule for review.

UPDATE ON THE VIRGINIA PLAN INITIATIVES

Mr. Blake and Ms. Kang presented an update on Council's initiatives in support of The Virginia Plan and reported that the Council would hold a special meeting in October to review the vision, mission, goals, strategies, measures and targets, and discuss next steps and strategies for 2017.

The meeting adjourned at 5:40 p.m.

Minnis Ridenour
Council Secretary

Lee Ann Rung
Director, Executive and Board Affairs

The following executives were in attendance at the Joint Meeting with Council on September 19, 2016:

John Alger, James Madison University
Angel Cabrera, George Mason University
John Capps, Central Virginia Community College
Gene Couch, Virginia Highlands Community College
Glenn DuBois, Virginia Community College System
Bob Greene, Virginia Military Institute
Brian Hemphill, Radford University
Sandy Huguenin (representing UVA-Wise)
Eddie Moore, Norfolk State University
Troy Paino, University of Mary Washington
Scott Ralls, Northern Virginia Community College
Michael Rao, Virginia Commonwealth University
Taylor Reveley, III, College of William and Mary
Taylor Reveley, IV, Longwood University
Tim Sands, Virginia Tech
Teresa Sullivan, University of Virginia
Debbie Sydow, Richard Bland College
Paul Triple, Christopher Newport University

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
SPECIAL STRATEGIC PLAN MEETING
OCTOBER 24, 2016
MINUTES**

Mr. Minor called the meeting to order at 12:40 a.m. in the board room, Virginia Economic Development Partnership offices, Richmond, Virginia. Council members present: Marge Connelly, Heywood Fralin, G. Gilmer Minor, III, and Minnis Ridenour. Henry Light, William Murray, Carlyle Ramsey, Tom Slater, and Katharine Webb.

Al Wilson from the Office of the Attorney General was also present.

Council member absent: Gene Lockhart.

Staff members present: Peter Blake, Beverly Covington, Joe DeFilippo, Alan Edwards, Jodi Fisler, Dan Hix, Wendy Kang, Tod Massa, Lee Ann Rung, Lynn Seuffert, and Greg Weatherford.

REVIEW OF VISION, MISSION, GOALS, STRATEGIES, MEASURES AND TARGETS

Mr. Minor reminded members of the need to develop a work plan that produces results. Mr. Blake provided a summary of the feedback he has received on The Virginia Plan and informed members that it is beginning to shape various higher education conversations in the state. For the benefit of new members, he reviewed the timeline for the Plan that began in March 2014. Mr. Blake reviewed the higher education landscape by the numbers. Mr. Blake reported that SCHEV will have more accurate enrollment numbers in November and will provide an additional report to the Council in January. Ms. Kang provided more detailed information about attainment and answered questions from members.

REVIEW OF PROGRESS ON BEST-EDUCATED STATE STATUS, MEASURES AND TARGETS

Members discussed their ideas related to state investments in research and space planning that would be needed to move the needle in these areas. Ms. Connelly suggested that the Council consider tracking and measuring efficiency or cost rather than tracking the inflation rate.

Ms. Kang reviewed the long-term measures and targets as well as the immediate measures.

The chairman called for a break at 2:30 p.m. The meeting resumed at 2:50 p.m.

UPDATE ON INITIATIVES AND ACTIVITIES

Members reviewed the initiatives for 2016 provided in the materials and staff requested direction on how to sharpen and modify the list and determine priorities, while realizing that everything may not be achieved. Each staff director reviewed the initiatives on which they have been working and provided an update on the progress being made in each area.

DISCUSSION OF NEXT STEPS AND STRATEGIES FOR 2017

Mr. Slater requested data on jobs and salaries and whether or not graduates are meeting the needs of employers in Virginia.

Mr. Fralin said SCHEV would be well positioned to bring forth proposals for phase 2 of restructuring, particularly since Mr. Ridenour was one of the architects of phase 1. He also suggested that the timing is right to have a discussion with next year's gubernatorial candidates. He explained said SCHEV is in a good position to help take research from the laboratory to the marketplace and develop recommendations that can be provided to institutions.

Mr. Slater discussed INOVA healthcare's research in genomics. Mr. Fralin mentioned that funding is a problem for start-up companies and he encouraged some members with a financial background, particularly Ms. Connelly and Mr. Lockhart, to be a catalyst for this effort. Mr. Ridenour suggested that the Council consider possible public-private ventures for research.

Mr. Ridenour initiated a conversation about the ways in which the system is changing the landscape over the next 20 years, the role of technology in teaching and learning, and the future of capital investments. He requested that members discuss ways to build it into the communications plan to target students and parents. Are we making major investments today that might be obsolete tomorrow? He suggested an in-depth workshop on costing and understanding the implications of how spending in one area affects others.

Ms. Connelly suggested focusing on a single message such as "Why invest in higher education?"

Mr. Blake thanked members for their productive comments. Staff will recap the discussions and provide more for Council's consideration and prioritization.

Dr. Murray offered to host an additional meeting at Dominion's Tredegar offices if needed.

MOTION TO ADJOURN

The Chairman adjourned the meeting at 4:03 p.m.

Minnis Ridenour
Council Secretary

Lee Ann Rung
Director, Executive & Board Affairs



Priority Initiatives for 2016

At the September 2015 Council meeting, members approved a list of six priority initiatives after input from stakeholders. The priority initiatives include:

1. Coordinate the development and implementation of programs that align resources from Pre-K-12, colleges, universities and other public sources to ensure affordable, efficient and effective pathways for students in all parts of the state.
2. Seek legislative changes that support stable and sustainable public funding for higher education, such as a constitutional amendment, a dedicated funding source, and a revenue stabilization fund.
3. Review and recommend potential initiatives for further restructuring and shared services that enhance institutional and administrative flexibility and improve quality and efficiency.
4. Collaborate with institutions to measure the quality of undergraduate education, including civic engagement of graduates and relevance to demand occupations across regions of the state.
5. Launch a communications strategy to address public knowledge and benefits of higher education, through Council reports, traditional media, social media and other means.
6. Promote economic development for the Commonwealth by implementing a long-term plan that supports recruitment and retention of research faculty, provides matches to federal and private research grants and enhances commercialization of higher-education research.

The Virginia Plan for Higher Education Initiatives for 2016

- 1. Coordinate the development and implementation of programs that align resources from PK12, colleges, universities and other public sources to ensure affordable, efficient and effective pathways for students in all parts of the state.**
 - Improved transparency of exams for college credit: Approved a policy that establishes requirements for acceptance of course credit for exams that: maximizes students ability to earn college credit; enhances the transparency for students to seek credit for prior learning, contributes to lower costs for students and families by enhancing the ability for students to complete a degree in a timely manner; and supports quality in undergraduate education.
 - Identified opportunities to improve pathways for student transfer by updating the State Policy on Transfer and joining the inter-state passport initiative: Council approved an updated transfer policy. SCHEV also joined a national initiative to focus on improving the portability of general education courses as current data indicate that 37 percent of students transfer between institutions and up to 17 percent of students in Virginia transfer across state lines.
 - Supported the math pathways project to improve remediation, completion and transfer rates: Initiated by the community college system, the project is focused on reducing the number of and improving the math courses. The initiative is expected to reduce remediation rates and improve completion rates.
 - Created a workgroup to review the efficiency and quality of dual enrollment to support student success: The workgroup was formed based on discussions with the Secretary of Education's office.
 - Hosted summit on Access, Success and Completion: The summit included over 280 participants from K-12, higher education, and college access providers to raise awareness and identify opportunities for completion.
 - Funded Affordable Pathways and K12 Partnership Initiatives: Secured funding to support affordable pathways and PK12 partnerships through the Fund for Excellence and Innovation and issued an RFP to institutions for up to \$140,000 to develop pathways, increase partnerships and support regional dialogues.
 - Launched grants to support affordable access to industry credential training: Through funding from the General Assembly, the new pay-for-performance program will provide training opportunities in high-demand fields to individuals at only one-third of the cost of the program for those who complete the training.
- 2. Seek legislative changes that support stable and sustainable public funding for higher education, such as a constitutional amendment, a dedicated funding source, and a revenue stabilization fund.**
 - Aligned an approved budget recommendations with the goals of The Virginia Plan: The Council approved budget recommendations for the 2016 session focused on the goals of access, success, improvement and investment and prosperity.
 - Helped secure funding increase and support of priority initiatives: During the session, staff worked with the Governor's office and General Assembly members and staff to support higher education initiatives. The General Assembly approved over \$316 million in new funding for higher education.
 - Released the 2016-17 Tuition and Fees Report and highlighted the low tuition increases resulting from increased General Assembly investment. In addition to a detailed analysis of the tuition and

fee charges approved by the institutional Boards of Visitors for 2016-17, the report states that the relationship between general fund investment in public higher education and lower tuition increases is well documented.

3. Review and recommend potential initiatives for further restructuring and shared services that enhance institutional and administrative flexibility and improve quality and efficiency.

- Proposed and received funding to establish the Fund for Excellence and Innovation: The fund will focus on supporting affordable pathways, cost efficiencies and shared services.
- Established a workgroup to identify cost efficiency and shared services opportunities: Institutions have met regularly to identify opportunities for collaboration and share promising practices on cost efficiencies. The group plans to develop a work plan and host a summit to share practices across the larger education community for consideration and adoption.

4. Collaborate with institutions to measure the quality of undergraduate education, including civic engagement of graduates and relevance to demand occupations across regions of the state.

- Formed a taskforce to revise SCHEV assessment guidelines to include quality and civic engagement: Based on the work of the multi-state collaborative and other efforts, the taskforce of institutions will provide input into the revised assessment guidelines by spring 2017.
- Joined a national initiative to identify how well students are achieving learning outcomes: Virginia joined the Multi-State Collaborative (MSC) supported by the State Higher Education Executive Officers Association (SHEEO) and the Association of American Colleges and Universities (AACU) National. This initiative is designed to apply common rubrics to college work through projects, papers and research. These rubrics can then be used by faculty and can be aggregated across institutions and states.
- Formed a “Learning Improvement” initiative to support faculty in improving teaching and learning: The initiative seeks to provide support to faculty regarding student learning assessment results.
- Collaborated with the Governor’s office to develop supply/demand dashboards to support identification of demand occupations: Through funding from the National Governor’s Association and USA Funds, the Governor’s office plans to develop dashboards that can be used to identify gaps in demand and supply for certain occupations.

5. Launch a communications strategy to address public knowledge and benefits of higher education, through Council reports, traditional media, social media and other means.

- Identified common themes for messaging the value of higher education: Held a brainstorming session with 30 stakeholders to identify a common message and theme for Virginia higher education.
- Initiated a communications group with the institutions: Communications staff from across the institutions will regularly convene to help identify and implement communications strategies to support messaging for higher education.
- Raised awareness of issues impacting higher education in Virginia: Launched a new website, initiated a weekly newsletter, conducted editorial review board visits with major newspapers in Virginia, and developed a Virginia Plan update that was circulated to policy makers and institution officials.

6. Promote economic development for the Commonwealth by implementing a long-term plan that supports recruitment and retention of research faculty, provides matches to federal and private research grants and enhances commercialization of higher education research.

- Recommended funding to support research: The Council recommended funding for research and SCHEV staff worked with the Governor's office and General Assembly members to during the session to support funding for research activities. The GA appropriated nearly \$80 million in research-related funding for FY 2017 and 2018.
- Assigned as chair of the Virginia Research Investment Committee: To facilitate the distribution of research funding from the newly established Virginia Research Investment Fund, the SCHEV director was named to chair the committee and provide staffing support.
- Designated SCHEV as the lead support for administration of the Virginia Research Investment Fund: In addition to chairing the Investment Committee, SCHEV staff members are assigned to support the administration of the Fund established to distribute nearly \$22 million over FY 2017 and FY 2018.



STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA

DRAFT Council Priority Initiatives for 2017

December 1, 2016

Affordability and Student Success

1. Provide funds to establish or expand four regional affordable pathways programs between PK-12, colleges and universities; evaluate program implementation and outcomes; convene regional college, university and school division leadership to assist in development of affordable pathway opportunities for students.
2. Launch a “student success scorecard,” which includes public information about enrollment, retention and on-time completion; use data to identify strategies to close educational achievement gaps.

Funding and Cost

3. Seek legislative changes that support stable and sustainable public funding for higher education, such as a constitutional amendment, a dedicated funding source, and a revenue stabilization fund.
4. In collaboration with institutions and state agencies, develop a plan for further restructuring and cost-containment initiatives, including specific cost-savings targets.

Quality

5. In collaboration with institutions, assess and report on the quality of life and employment outcomes of graduates.

Communication

6. Implement a broad communication message and plan targeted toward key stakeholder groups that promotes the value and benefits of higher education.
7. Lead conversations among policy makers on the future of higher education, including implications on student learning, student services, technology needs, workforce demand, campus facilities, etc.

Research

8. Promote economic development for the Commonwealth by implementing a long-term plan that supports recruitment and retention of research faculty, provides matches to federal and private research grants and enhances commercialization of higher-education research.



STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA

Findings from Analysis of Measures, State Ranking and Current Climate

December 1, 2016

Access and Student Success:

- In 2015-16, Virginia's public and private nonprofit institutions awarded more than 119,000 degrees and certificates, the largest number ever.
- Gaps remain in completion rates of traditional students and underrepresented students.
 - SCHEV's target for improving completion and student success is to annually improve completion rates between underrepresented and traditional students. This gap remains at 7 percentage points for public 4-year, 9 percentage points at public 2-year and 15 percentage points at private 4-year institutions.

Affordability and Cost:

- Gaps remain between what it costs to attend college and the resources students have to pay those costs, resulting in persistent barriers to student success.
 - SCHEV's target by 2030 is to meet half the cost of attendance for low- and middle-income students and families through state and federal aid and expected family contribution. The actual level for 2014-15 was 38 percent.
 - SCHEV's target for price is to keep tuition and fees as a percentage of family income below the national average and less than 10 percent for low- and middle-income families. While close, Virginia missed both targets in 2014-15.

Quality:

- National data indicate a concern regarding the quality of education and whether it meets the expected needs of students and employers.
 - One measure of quality is the employment and earnings of graduates. SCHEV's target is to ensure that at least 75 percent of graduates earn sustainable wages three years after graduation. Most recent data showed that 72 percent of graduates met this standard.

Research:

- The General Assembly recent invested funding to support increased research efforts and established the Virginia Research Investment Committee to distribute these funds.
 - SCHEV's target is to increase Virginia academic-research expenditures to a share of U.S. total that is 30 percent larger than in 2013, which SCHEV estimates to be 2.75 percent in 2030. 2015 data showed that Virginia's share declined imperceptibly from 2.12 percent to 2.06 percent.