



State Council of  
Higher Education for Virginia

# **CURRENT AND FUTURE ISSUES IN HIGHER EDUCATION**

**BOARDS OF VISITORS ORIENTATION**

**For the Public Good:**

**Stewarding Public Institutions in Changing Times**

**Gil Minor, SCHEV Chair**

**Peter Blake, SCHEV Director**

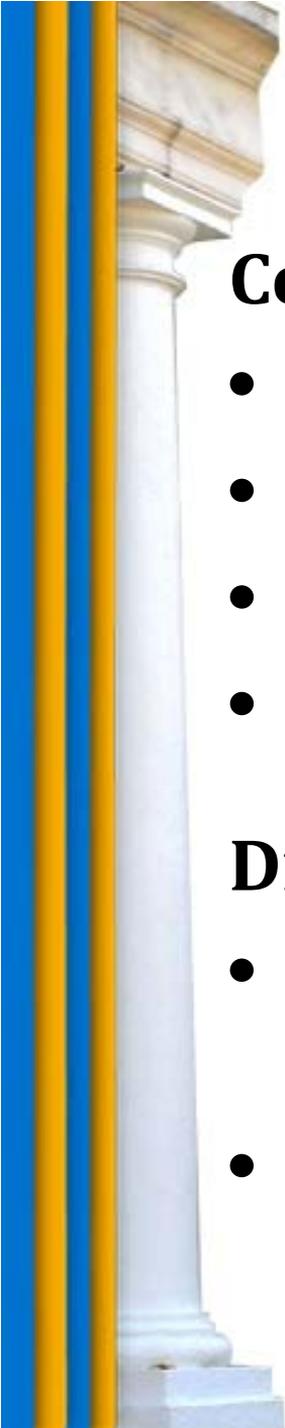
**October 22, 2014**

# Virginia Public Higher Education

- 15 four-year institutions (14 BOVs)
- 1 junior college (senior-institution BOV)
- 23 community colleges operating as one system - VCCS (1 governing board - SBCC, plus local non-governing boards)
- 1 state-level coordinating board – SCHEV
- Secretary of Education
- General Assembly
- Governor

In 2013-14:

- 405,195 students (189,117 at 2-yrs and 214,667 at 4-yrs)
- 68,852 degrees (18,294 assoc; 35,818 bach; 14,740 grad/pro)
- Almost \$7 billion in spending (\$4B in E&G; \$275M in aid; \$1.3B in research; \$1.4B in aux)



# Rules Under Which We Operate

## **Code of Virginia**

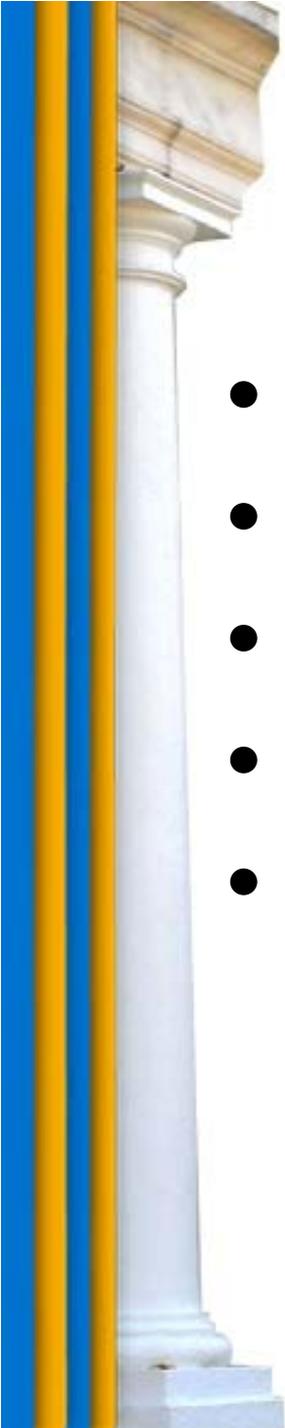
- Authorizing statutes for each institution
- Authorizing statutes for SCHEV (HB2311 of 2013)
- Restructuring Act of 2005
- Tops Jobs (TJ21) Act of 2011

## **Directives from McAuliffe Administration**

- Credentials that Count (Strategic Workforce Initiatives Memo from Sec. Jones, July 2014)
- Executive Order 23: Establishing the New Economy Workforce Initiative (August 2014)

# Common Responsibilities

- Ensure an educated citizenry.
- Place Virginia among the most highly educated states and countries.
- Generate economic growth, job creation, personal income growth, and individual opportunity.
- Enhance the security and economic competitiveness of the United States of America.
- Promote university-based research.
- Enhance institutional excellence and cost-efficiency.
- Realize the principles of autonomy, accountability, affordable access, and mutual trust and obligation.



# Common Issues and Challenges

- Demographic Change
- Economic Change
- Technological Change/Disruption
- Funding Change/(Un)Sustainability
- Regional Differences

# TOP POLICY AND STRATEGIC ISSUES IN HIGHER EDUCATION

| ASSOCIATION OF GOVERNING BOARDS (AGB)                             |   | AMERICAN ASSOCIATION OF STATE COLLEGES AND UNIVERSITIES (AASCU)<br><i>“Top 10 State Policy Issues, 2014”</i><br>(Published in January 2014) | NATIONAL CONFERENCE OF STATE LEGISLATURES (NCSL)<br><i>“Higher Education Legislation, 2014”</i><br>(Published in August 2014) | EDUVENTURES<br><i>“Critical Issues Facing Higher Ed Leaders in 2014”</i><br>(Published in April 2014) |
|---|---|---|---|---|
| <i>“Top Public Policy Issues, 2013-14”</i><br>(Published in 2013) | <i>“Top 10 Strategic Issues for Boards, 2013-14”</i><br>(Published in 2013) |   |   |   |
| 1-The Value of Higher Education                                   | 1-The Revenue Model   | 1-Harnessing Higher Ed to Address State Econ Goals  | 1-Affordability and Tuition   | 1-The Continued Scrutiny of Higher Education  |
| 2-Mixed Messages fr Policy Makers                                 | 2-Productivity and Efficiency   | 2-Agreements Linking State Funding and Tuition Policy   | 2-Financial Aid   | 2-The Prioritization of Outcomes  |
| 3-Constraints in Inst’al Support                                  | 3-Student Aid   | 3-Allocation of State Higher Ed Appropriations  | 3-Outcomes-based Funding  | 3-The Retention Culture   |
| 4-The Future of Student Aid                                       | 4-Educational Delivery  | 4-State Educational Attainment and College Completion Goals   | 4-Distance Education and Reciprocity Agreements   | 4-The Blended-learning Opportunity  |
| 5-Student Attainment  | 5-Student Learning  | 5-Vocational and Technical Education  | 5-Student Veterans  | 5-The Regionalization of Online Higher Ed   |
| 6-Quality Assurance   | 6-Student Success   | 6-College Readiness   | 6-Educational Attainment and Workforce Development  |   |
| 7-Tax Policy  | 7-Market & Mission  | 7-STEM-related Initiatives  | 7-Dual Enrollment   |   |
|   | 8-The Academic Workforce  | 8-State Capital Outlay and Deferred Maintenance   |   |   |
|   | 9-Globalization   | 9-Guns on Campus  |   |   |
|   | 10-Institutional Risk   | 10-Immigration  |   | <b>6</b>  |



# Goals of Statewide Strategic Plan

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.

## TOP POLICY AND STRATEGIC ISSUES IN HIGHER EDUCATION

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### GOALS OF THE STATEWIDE STRATEGIC PLAN FOR HIGHER EDUCATION IN VIRGINIA

|   |
|---|
| Provide affordable access for all.  |
| Optimize student success for work and life.                                       |
| Drive change and improvement through investment and innovation.                   |
| Advance the cultural and economic prosperity of the Commonwealth and its regions. |

# 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 of Higher Education**

**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.**

**Approved by SCHEV Council, September 16, 2014**



# **Vision of Higher Education**

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

**Approved by SCHEV Council, September 16, 2014**



# Goals of Statewide Strategic Plan

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# Goal 1:

## Provide Affordable Access for All

### DRAFT Strategies:

- 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



## **Goal 2:**

# **Optimize Student Success for Work and Life**

### **DRAFT Strategies:**

- 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 retention 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



## **Goal 3:**

# **Drive Change and Improvement through Investment and Innovation**

## **DRAFT Strategies:**

- 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



## **Goal 4:**

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

## **DRAFT Strategies:**

- 4.1 Build a competitive, future-ready workforce for all regions
- 4.2 Be 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



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**QUESTIONS?**

**[www.schev.edu/schev/StrategicPlan.asp](http://www.schev.edu/schev/StrategicPlan.asp)**