



State Council of
Higher Education for Virginia

Institutional Performance Standards

April 23, 2010

Jim Alessio

Higher Education Restructuring Director



VAMAP

Dear Jim,

Can't Make it to VAMAP? Don't Panic!

Tune in by phone on April 23rd and listen to Gerard Robinson and Jim Alessio from 9:30 to 11:45 through Conference Call! Save some money and encourage your office mates to to come listen in on the same line.



Jim Alessio





Financial Benefits

General Fund Financial Benefits of Restructuring Certification FY2007 through FY2009

	FY2007	FY2008	FY2009
Interest	\$14,967,402	\$15,361,428	\$8,097,449
Credit Card	\$1,682,600	\$1,225,395	\$1,103,522
eVA Sole Source Fee	\$225,983	\$187,569	\$320,743
Carry Forward	\$42,371,251	\$24,905,312	\$20,213,148
Total	\$59,247,236	\$41,679,704	\$29,734,862



IPS

Goal	Measure	Annual Assessment	Biennial Reporting
Access	In-State Enrollment	✓	
	Underrepresented enrollment	★	
	Degree awards	✓	
Affordability	Affordability	★	
	Need-based borrowing		X
	Tuition assessment		X
Breadth of Academics	High-need degrees	★	
Academic Standards	SACS program review	X	
	Degrees per FTE faculty		X
Retention & Graduation	Retention rate	★	
	Degrees per FTE students	★	
Articulation and Dual Enrollment	Transfer agreements		X
	Degree transfers	★	
	Dual enrollment	★	
Economic Development	Economic development		X
Research	Research expenditures	★	
	Patents and licenses		X
K-12 Education	K-12 partnerships		X
Campus Safety and Security	Campus Safety and Security		X



2010 IPS Schedule

- By May 1 – SCHEV will send worksheets and meeting calendar to institutions
- May 24 through July 1 – meetings with institutions
- August 1 – institutions send final data to SCHEV
- Mid- to late-August – SCHEV Restructuring Subcommittee will meet to review targets/thresholds
- If necessary, institutions revise targets/thresholds
- Late-September/early-October – SCHEV Restructuring Subcommittee will meet to finalize targets/thresholds
- October 26 – Council action on targets/thresholds



No one asked, but...

**Some random thoughts about
the “Governor’s Commission on
Higher Education Reform,
Innovation and Investment”**



Virginia Higher Ed Commissions

- **1818 - Rockfish Gap Commission**
 - Met at the tavern rockfish gap
 - Result was the University of Virginia
- **1965 – Virginia Higher Education Study**
 - VCCS
- **1990 – Commission on the University of the 21st Century**
 - 1988 General Assembly
- **1996 – The Commission on the Future of Higher Education**
 - 1994 General Assembly
- **2000 – Governor’s Blue Ribbon Commission on Higher Education**
 - 1998 Executive Order #1
- **2010 – Governor’s Commission on Higher Education**
 - Executive Order #9 – March 26
 - Members to be named
 - Findings and recommendations on matters potentially impacting the development of the Executive Budget no later than September 30, 2010.
 - Final report no later than November 30, 2010



Higher Ed Commission

The Commission shall consider the current state of public and private higher education in Virginia and the best practices in other states and countries, and shall make findings and recommendations for addressing the following priorities:



Higher Ed Commission

- Preserving and enhancing the instructional excellence of Virginia's leading universities and of the higher education system as a whole;

Restructuring Goal

- 4. Ensure that the institution's academic programs and course offerings maintain high academic standards, by undertaking a continuous review and improvement of academic programs, course availability, faculty productivity, and other relevant factors;***



Higher Ed Commission

- Increasing significantly the percentage of college-age Virginians enrolling in institutions of higher education and attaining degrees;

Restructuring Goal

- 1. Consistent with its institutional mission, provide access to higher education for all citizens throughout the Commonwealth, including underrepresented populations, and, consistent with subdivision 4 of § 23-9.6:1 and in accordance with anticipated demand analysis, meet enrollment projections and degree estimates as agreed upon with the State Council of Higher Education for Virginia. Each such institution shall bear a measure of responsibility for ensuring that the statewide demand for enrollment is met;***



Higher Ed Commission

- Attracting and preparing young people for the STEM (science, technology, engineering, and math) areas and other disciplines (e.g., healthcare and advanced manufacturing) where skill shortages now exist and/or unmet demand is anticipated;

Restructuring Goal

- 3. Offer a broad range of undergraduate and, where appropriate, graduate programs consistent with its mission and assess regularly the extent to which the institution's curricula and degree programs address the Commonwealth's need for sufficient graduates in particular shortage areas, including specific academic disciplines, professions, and geographic regions;***



Higher Ed Commission

- Forging new effective public-private partnerships and regional strategies for business recruitment, workforce preparation, and university-based research;

Restructuring Goal

- 7. Actively contribute to efforts to stimulate the economic development of the Commonwealth and the area in which the institution is located, and for those institutions subject to a management agreement set forth in Subchapter 3 (§ 23-38.91 et seq.) of this chapter, in areas that lag the Commonwealth in terms of income, employment, and other factors;***



Higher Ed Commission

- Developing innovative ways to deliver quality instruction, cost-saving reform strategies, and affordable new pathways to degree attainment for capable and motivated Virginians regardless of income or background;



Higher Ed Commission

- Making Virginia a national leader in providing higher education opportunities to military personnel and veterans;



Higher Ed Commission

- Crafting a sustainable higher education funding model that will systematically move Virginia toward higher levels of educational attainment and economic competitiveness over the next decade-and-a-half;



Higher Ed Commission

- Developing innovative ways to deliver quality instruction, cost-saving reform strategies, and affordable new pathways to degree attainment for capable and motivated Virginians regardless of income or background;



Higher Ed Commission

- Evaluating strategies to reduce costs through additional college placement testing and accelerated degree completion;



Higher Ed Commission

- Creating effective workforce development programs through expanded use of the Community College System in coordination with the Commission on Economic Development and Job Creation.

Restructuring Goal

7. Actively contribute to efforts to stimulate the economic development of the Commonwealth and the area in which the institution is located, and for those institutions subject to a management agreement set forth in Subchapter 3 (§ 23-38.91 et seq.) of this chapter, in areas that lag the Commonwealth in terms of income, employment, and other factors;



Higher Ed Commission

What's missing of Restructuring?

- 6.** Articulation agreements and dual enrollments;
- 8.** Increase the level of externally funded research and facilitate the transfer of technology from university research centers to private sector companies;
- 9.** Work actively and cooperatively with elementary and secondary schools
- 10.** Prepare a six-year financial plan consistent with § 23-9.2:3.03;
- 11.** Conduct the institution's business affairs in a manner that maximizes operational efficiencies and economies for the institution, contributes to maximum efficiencies and economies of state government as a whole, and meets the financial and administrative management standards;
- 12.** Seek to ensure the safety and security of the Commonwealth's students on college and university campuses.



(1) Increased Degree Attainment, Financial Aid and Workforce Training

- Plan for achieving the goal of 100,000 cumulative additional associate and bachelor's degrees over the next 15 years;
- Concentration of increased educational attainment in the STEM areas and other high-demand and high-income fields;
- Plan to support increased enrollment of Virginia students;
- Suitable financial aid for low and middle income families;
- Alignment of policies, resources and incentives to promote study in areas where shortages of skilled workers exist or are anticipated;
- Provision of enhanced higher education opportunities to military personnel and veterans;
- Coordination with the Job Creation Officer, Office of Commerce and Trade, and Governor's Economic Development and Job Creation Commission on workforce development initiatives and recommendations.



(2) Implement Innovation and Cost Containment

- Model for higher education funding and service delivery that embodies a long-term commitment to high-quality instruction and affordable access, and that incorporates the degree attainment goals set out in (1) above;
- Rigorous cost-benefit analysis to identify and phase out low-demand programs and reduce/prevent wasteful central office administrative spending and eliminate redundancy within and across higher educational institutions;
- Optimal development and utilization of private and federal resources;
- Increased collaboration among high schools, community colleges, four-year institutions, and private providers to reduce the time and cost of obtaining a college degree;
- Use of new technology for delivering instruction, including course redesign for online learning, use of electronic instructional materials in lieu of textbooks, etc.;
- Analysis of the principles and objectives of the Higher Education Restructuring Act of 2005, and enhancements thereto.

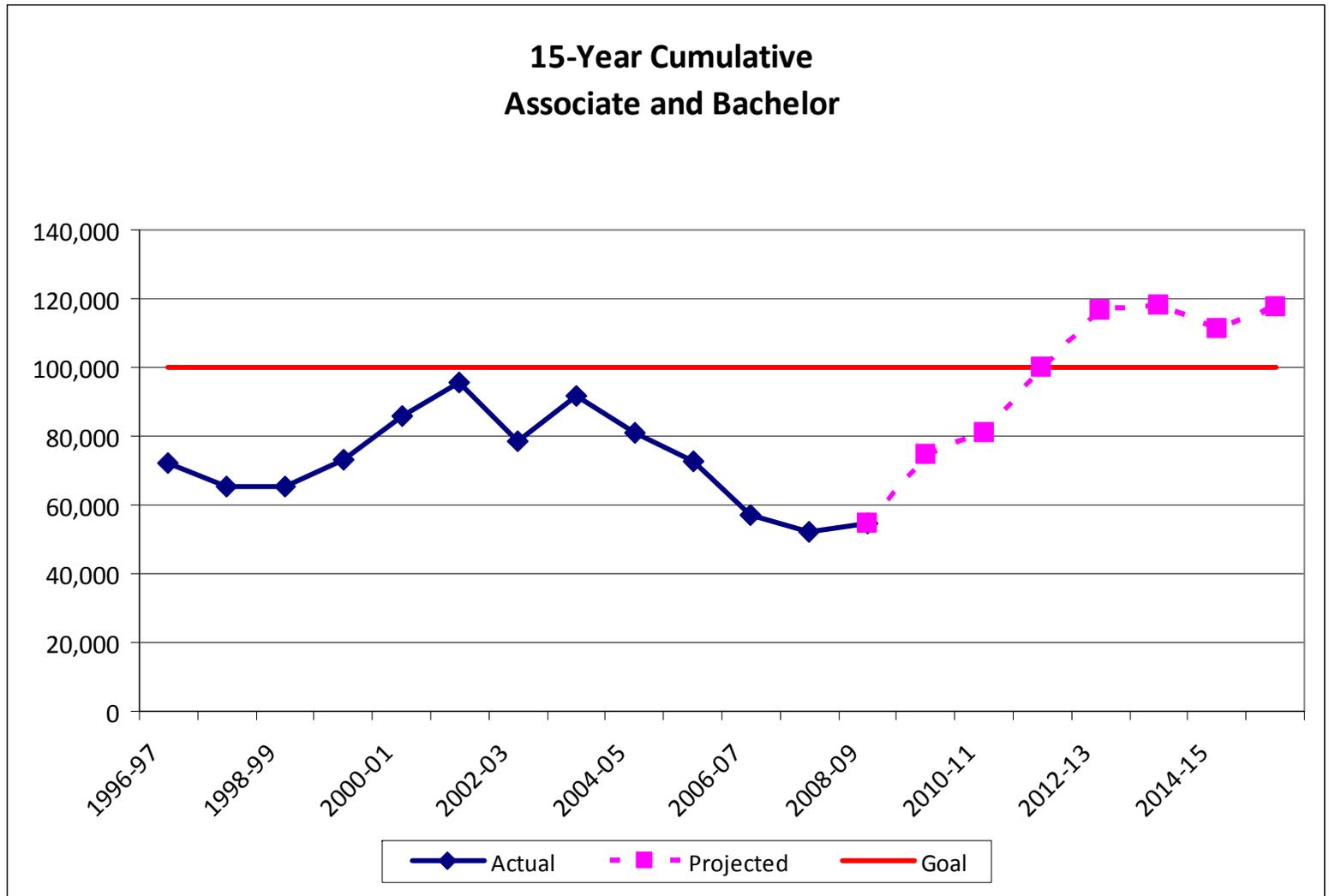


(3) Regional Strategies/Partnerships for Research and Economic Development

- Plan to dramatically increase the leveraging of private and federal research funding by Virginia's colleges and universities;
- Coordination with development of a Virginia Energy Institute and other energy-related
- Research initiatives;
- Coordination with the Office of Commerce and Trade to develop region-specific strategies and partnerships through which public and private colleges and community colleges participate actively in economic development, workforce training, development of research parks, and related activities;
- Identification of funding streams through which financial incentives for regional collaboration and public-private partnerships may be introduced.



100,000 Degrees – Possible?





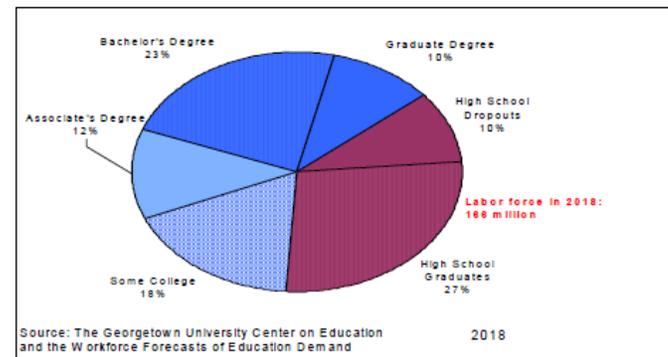
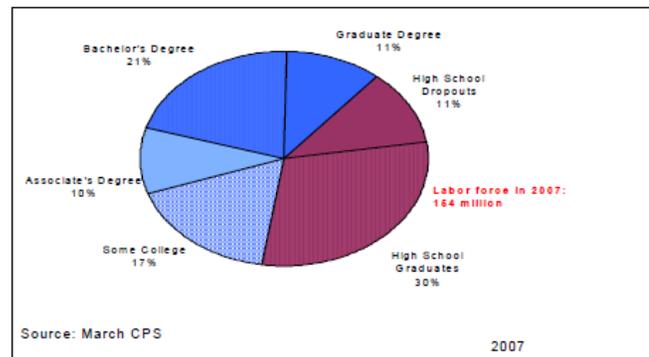
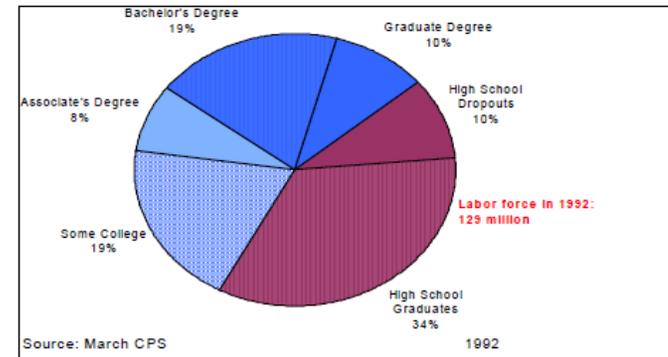
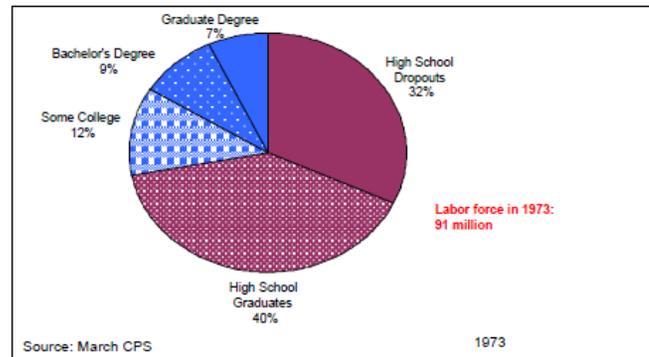
100,000 Degrees – What will it take?

15-Year Cumulative Additional Associate and Bachelor Degrees			
	Actual Last 15 Years	Projections Next 7 Years	Needed To Reach 100,000
Annual Growth Rate	2.00%	0.83%	1.68%



100,000 Degrees – Needed? Misleading Statistics

63% OF ALL JOBS WILL REQUIRE SOME POST SECONDARY EDUCATION AND TRAINING IN 2018



Source: Analysis of March CPS data, 1973 to present, Center on Education and the Workforce forecasts of education demand to 2018.

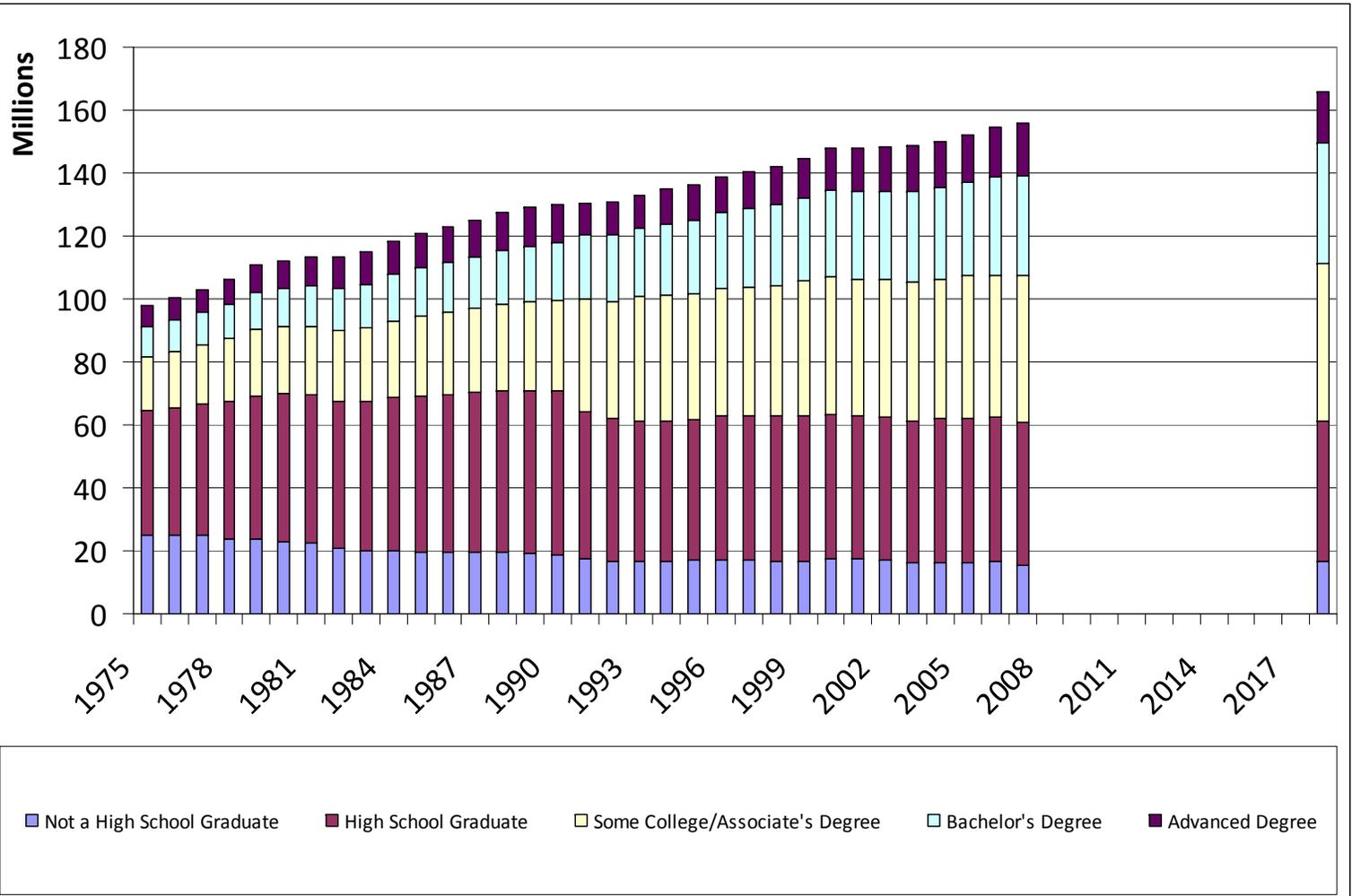


Center on Education and the Workforce



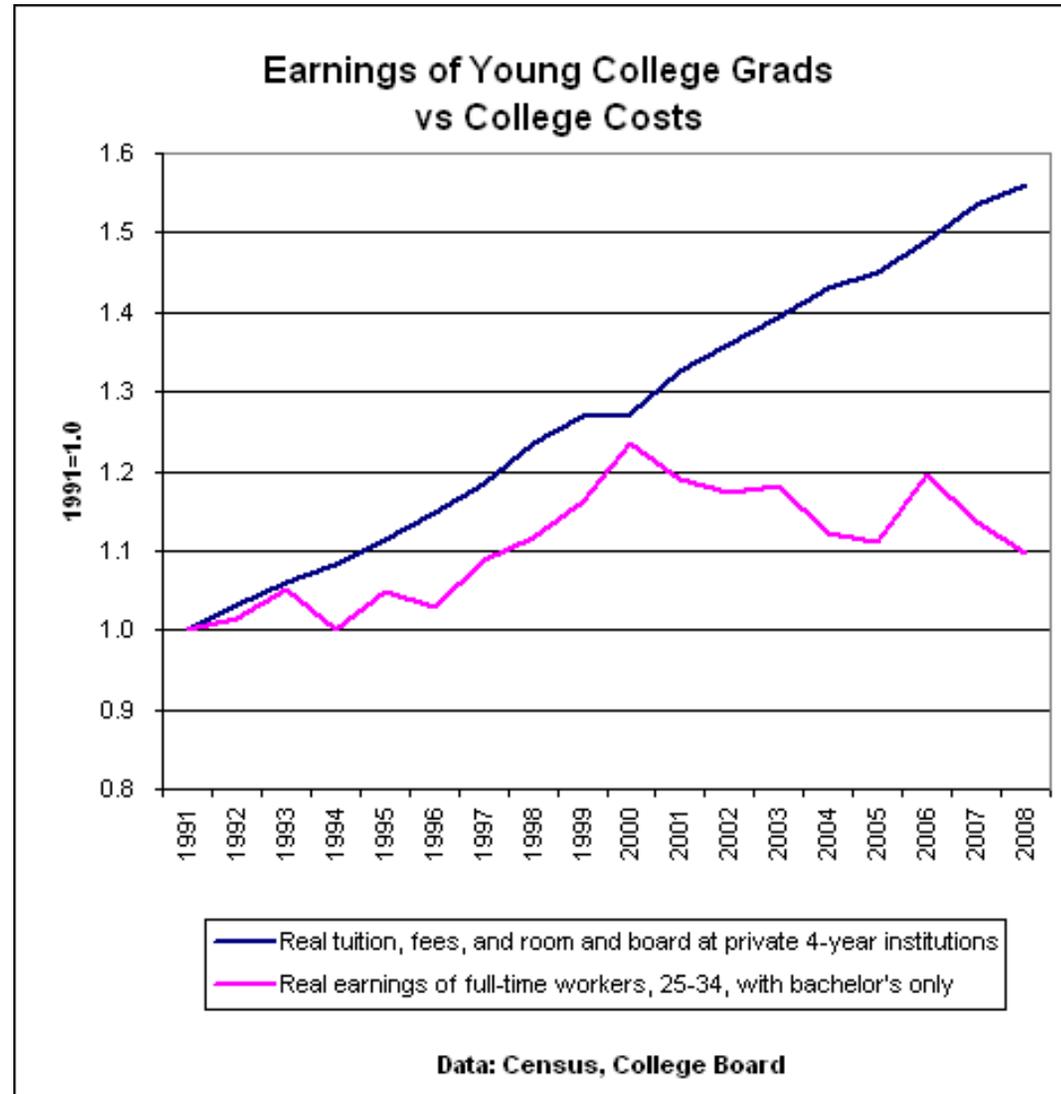


Educational Attainment of US Civilian Workforce





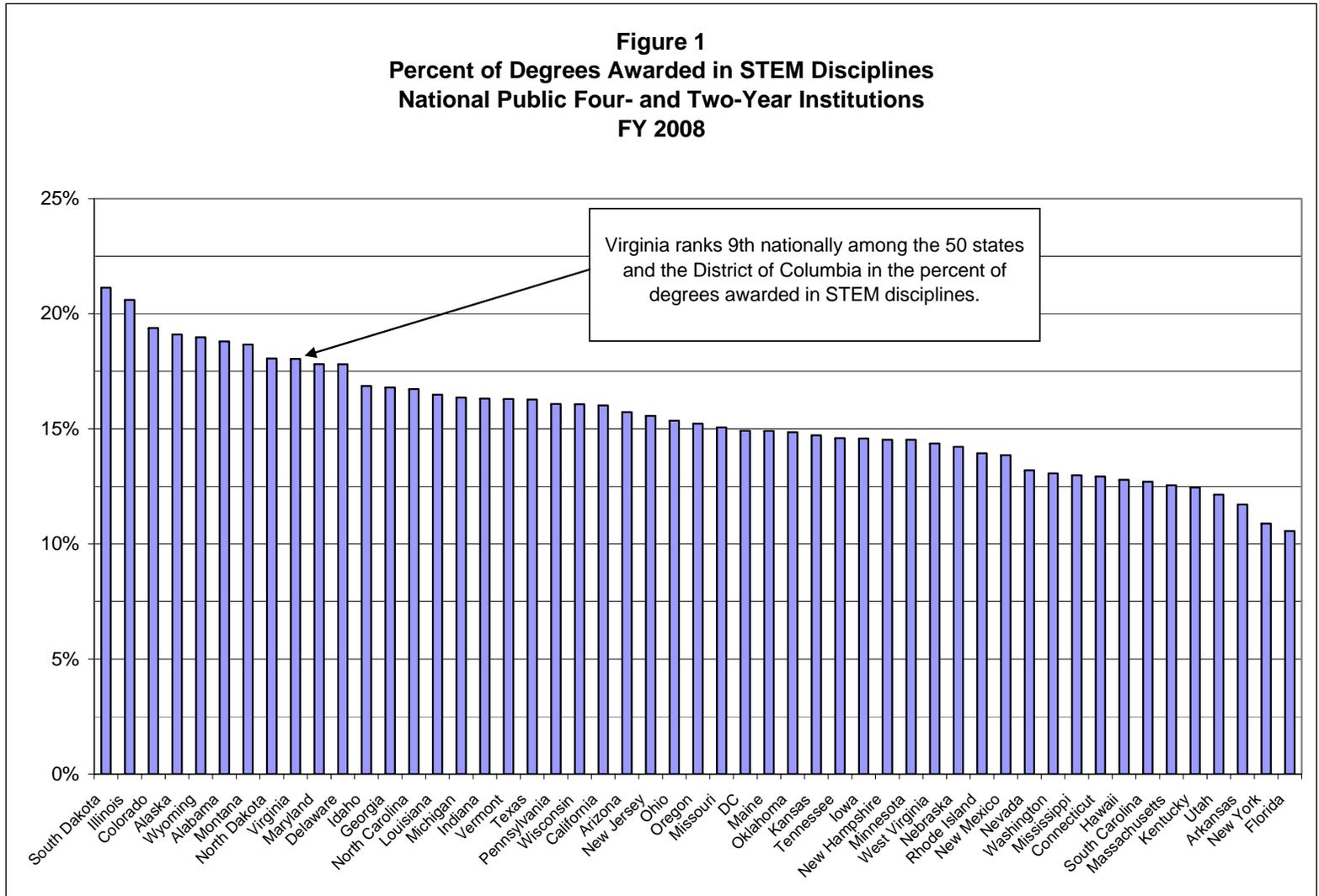
What is the responsibility of business?





STEM – Virginia is doing pretty good

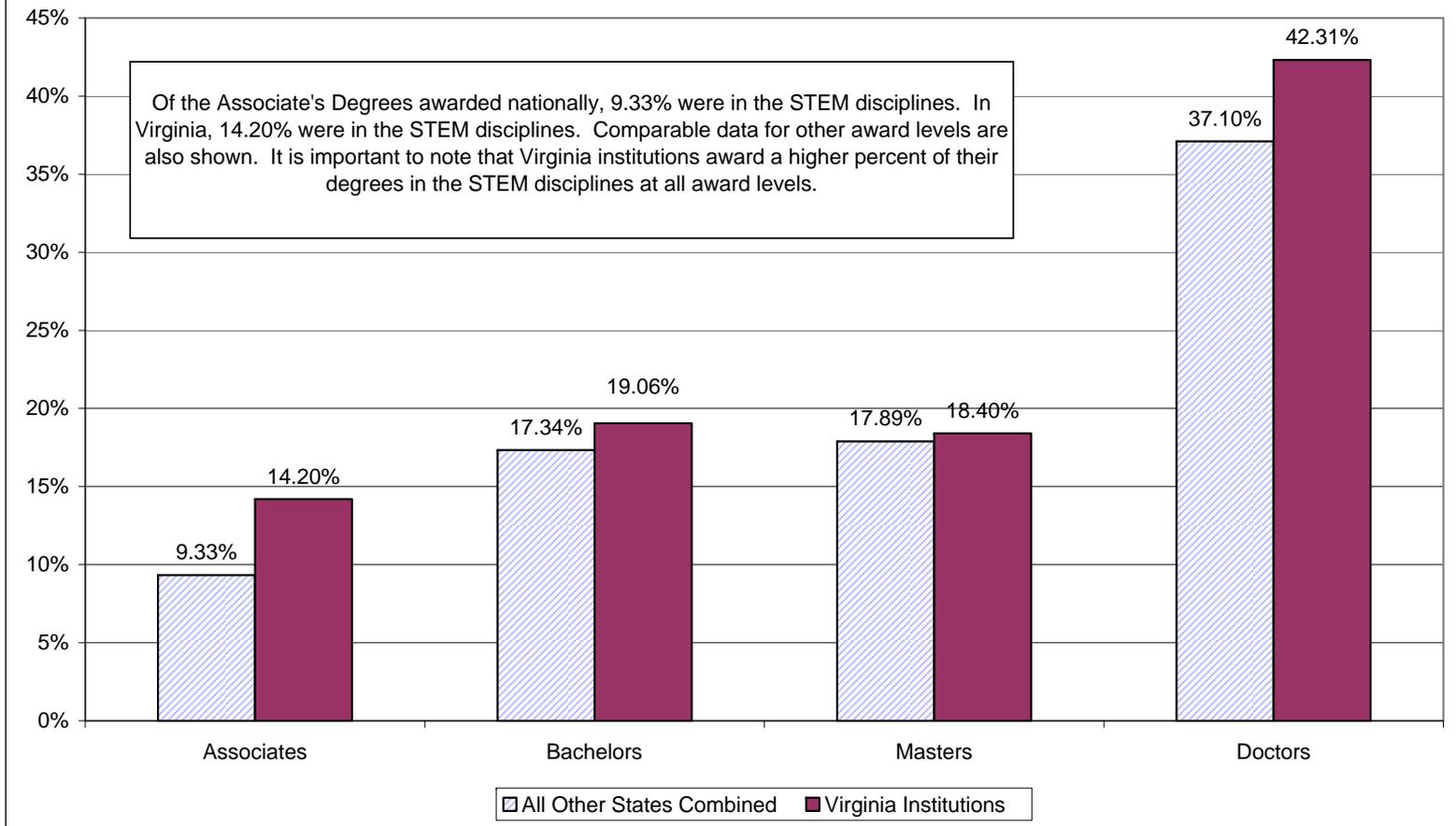
Figure 1
Percent of Degrees Awarded in STEM Disciplines
National Public Four- and Two-Year Institutions
FY 2008





Stem – Virginia is doing pretty good

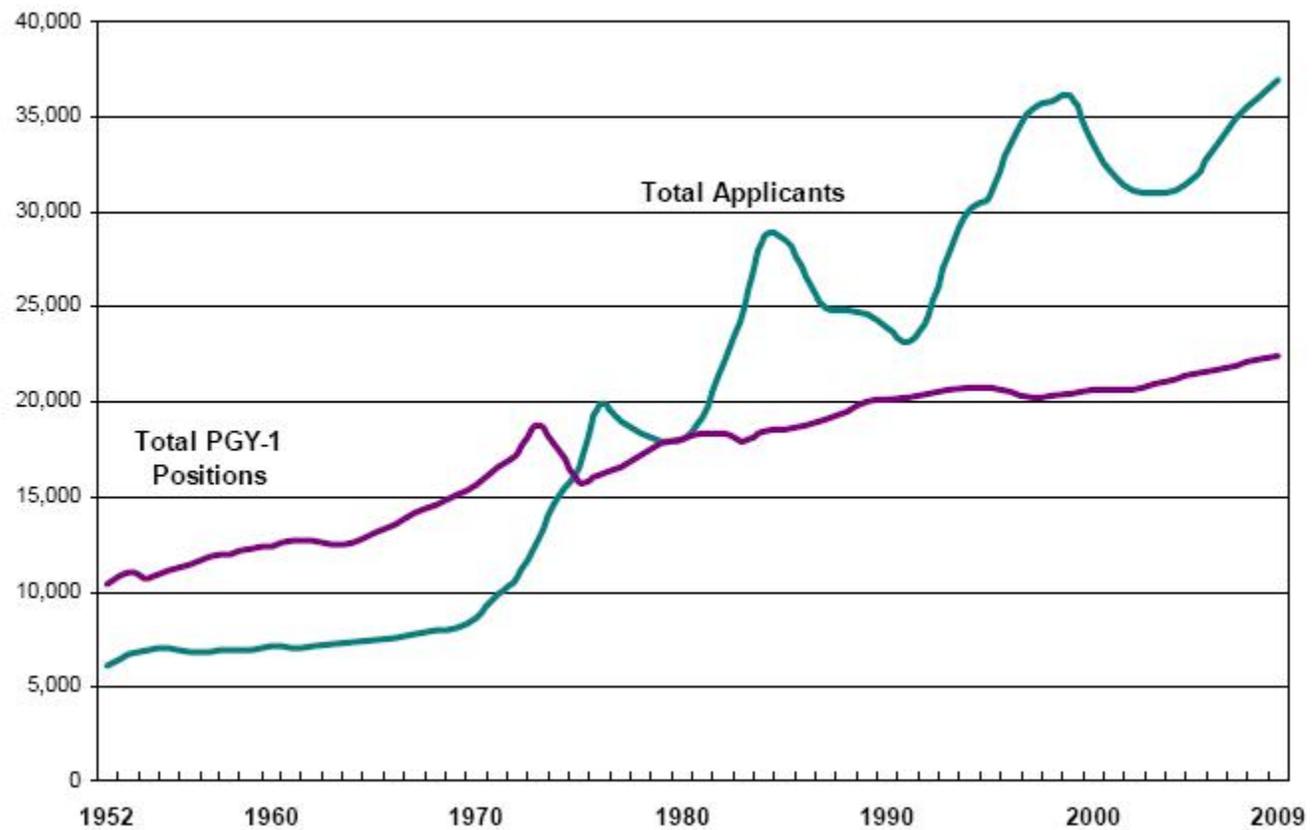
Figure 4
Percentage of Degrees Awarded in STEM Disciplines by Award Level
National and Virginia Public Four- and Two-Year Institutions - FY 2008





STEM – Complex

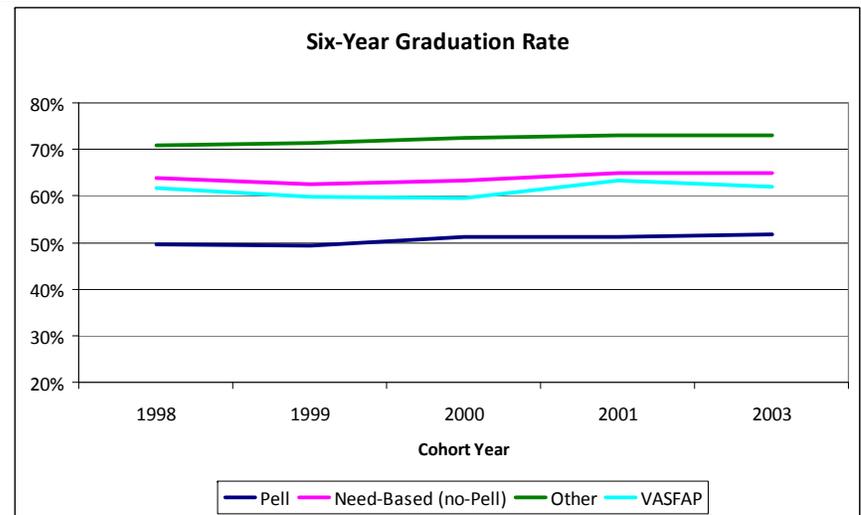
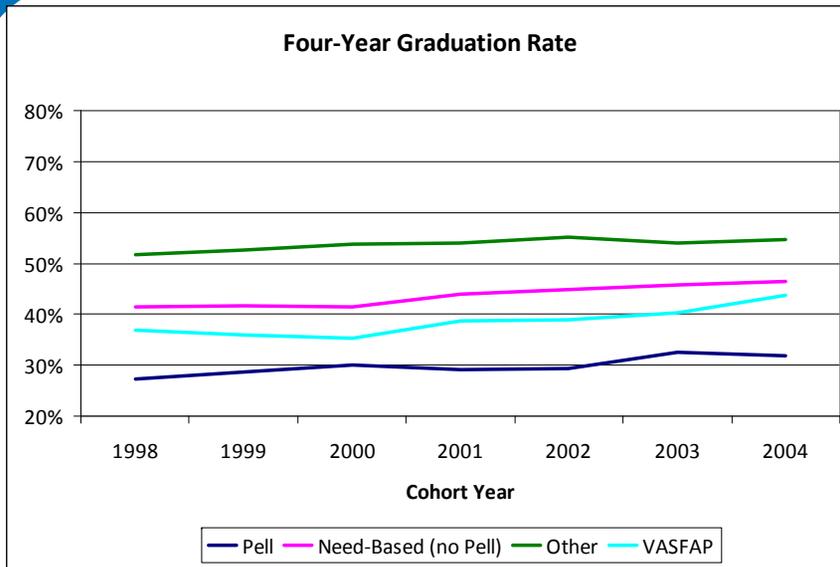
Figure 1 Applicants and 1st Year Positions in the Match, 1952 - 2009





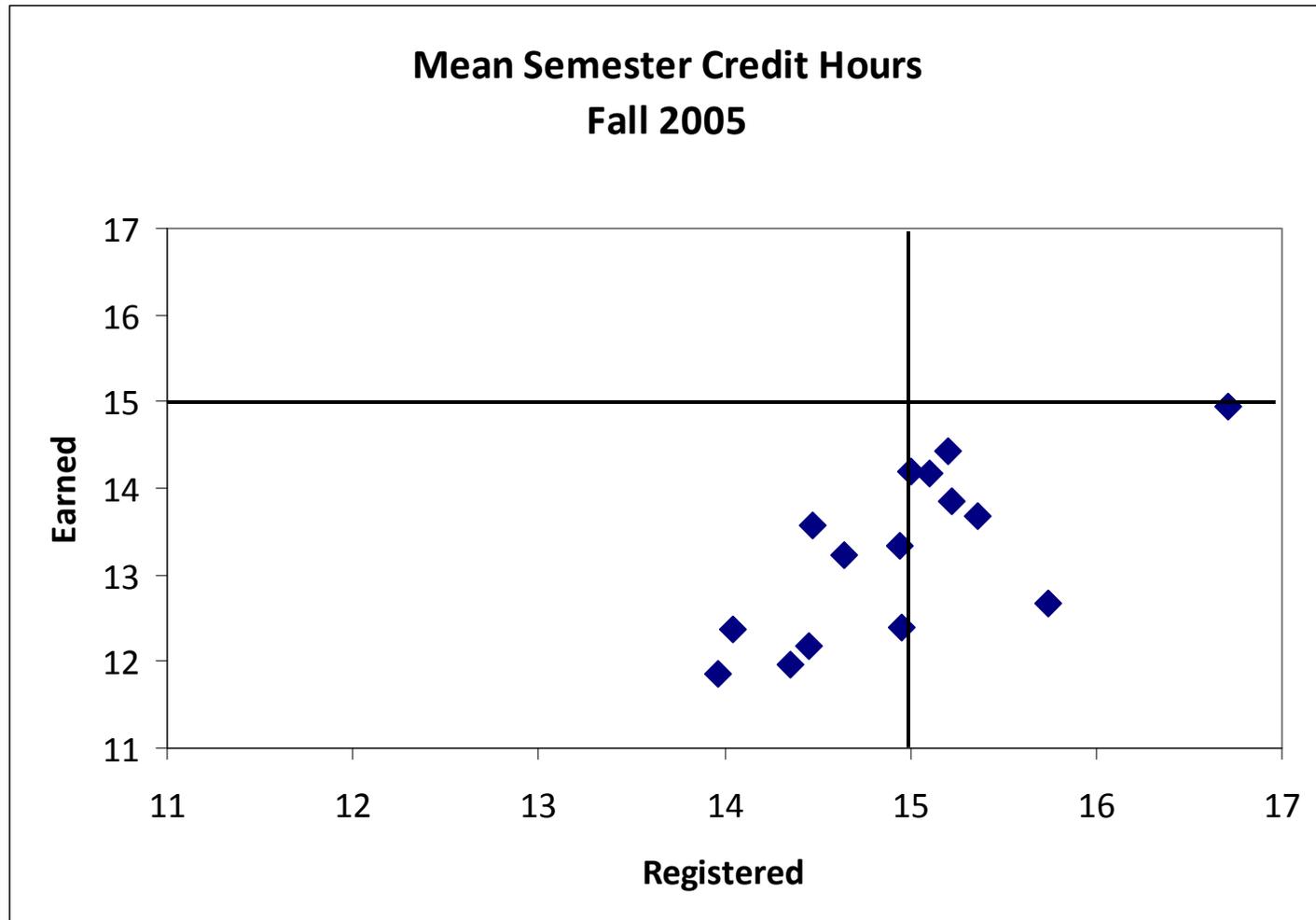
Access and Graduation

**\$456M in State financial aid
1998-99 through 2004-05**





What is the responsibility of students?





Remediation

First-Year Students graduated from a Virginia high school in the previous 12 months, enrolled in remedial coursework during their first year of enrollment.

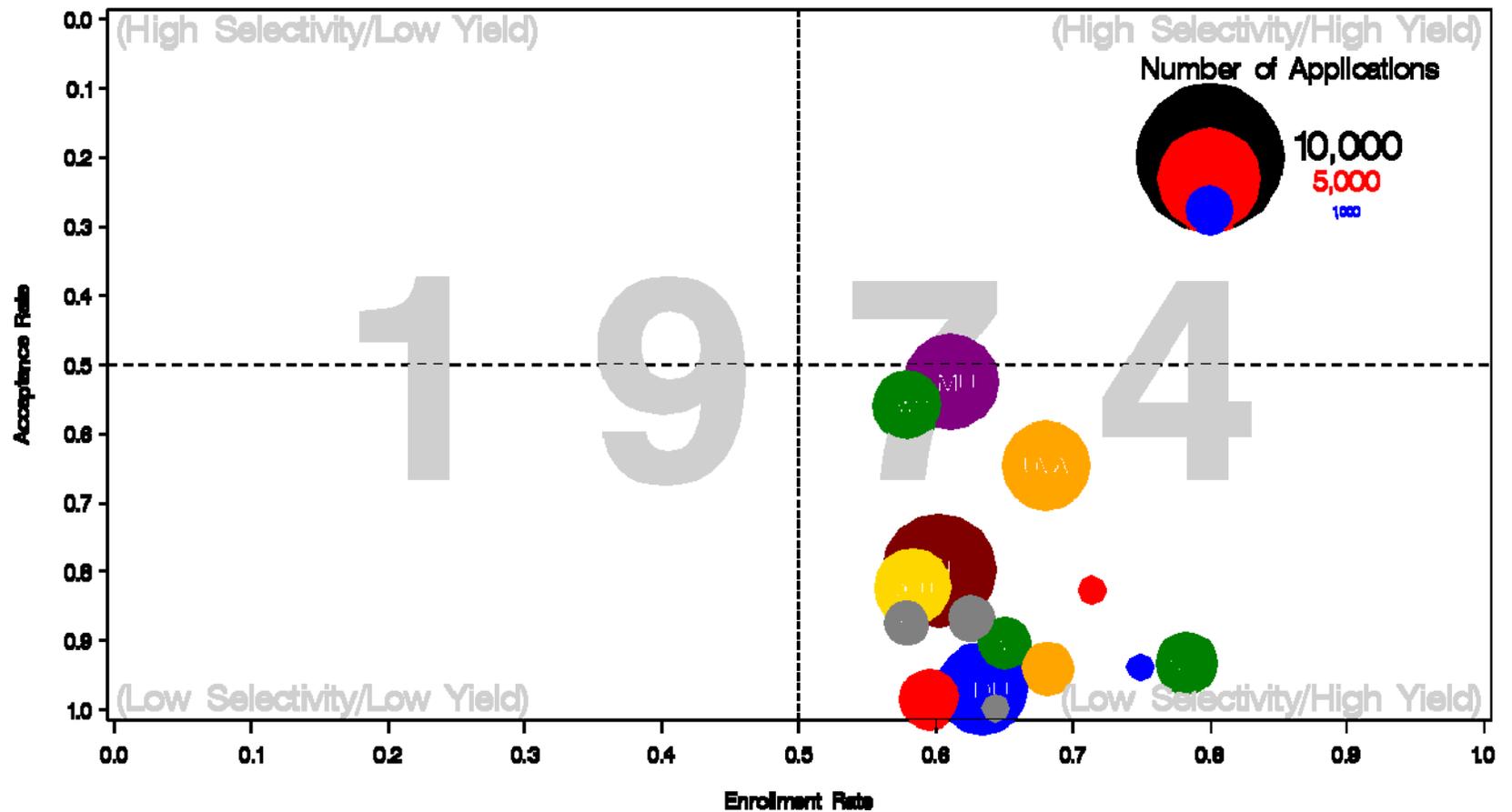
Year	Total in Remedial Courses	English	ESL	Reading	Math	Total Students	% in at least one Remedial Course
2001-02	6,419	3,734	163	25	5,117	30,564	21.0%
2002-03	5,126	2,877	42		4,269	29,750	17.2%
2003-04	5,946	3,473	100	21	4,729	32,408	18.3%
2004-05	7,573	4,372	298	81	5,669	35,006	21.6%
2005-06	6,486	3,867	142	77	4,888	35,129	18.5%
2006-07	9,191	5,341	246	268	6,884	39,282	23.4%
2007-08	7,531	4,105	63	288	6,053	38,894	19.4%
2008-09	10,844	6,647	284	75	8,190	44,830	24.2%



Access

Virginia Public Four-Year Institutions

First-Time In-State Freshmen – Acceptance Rate vs. Enrollment Rate





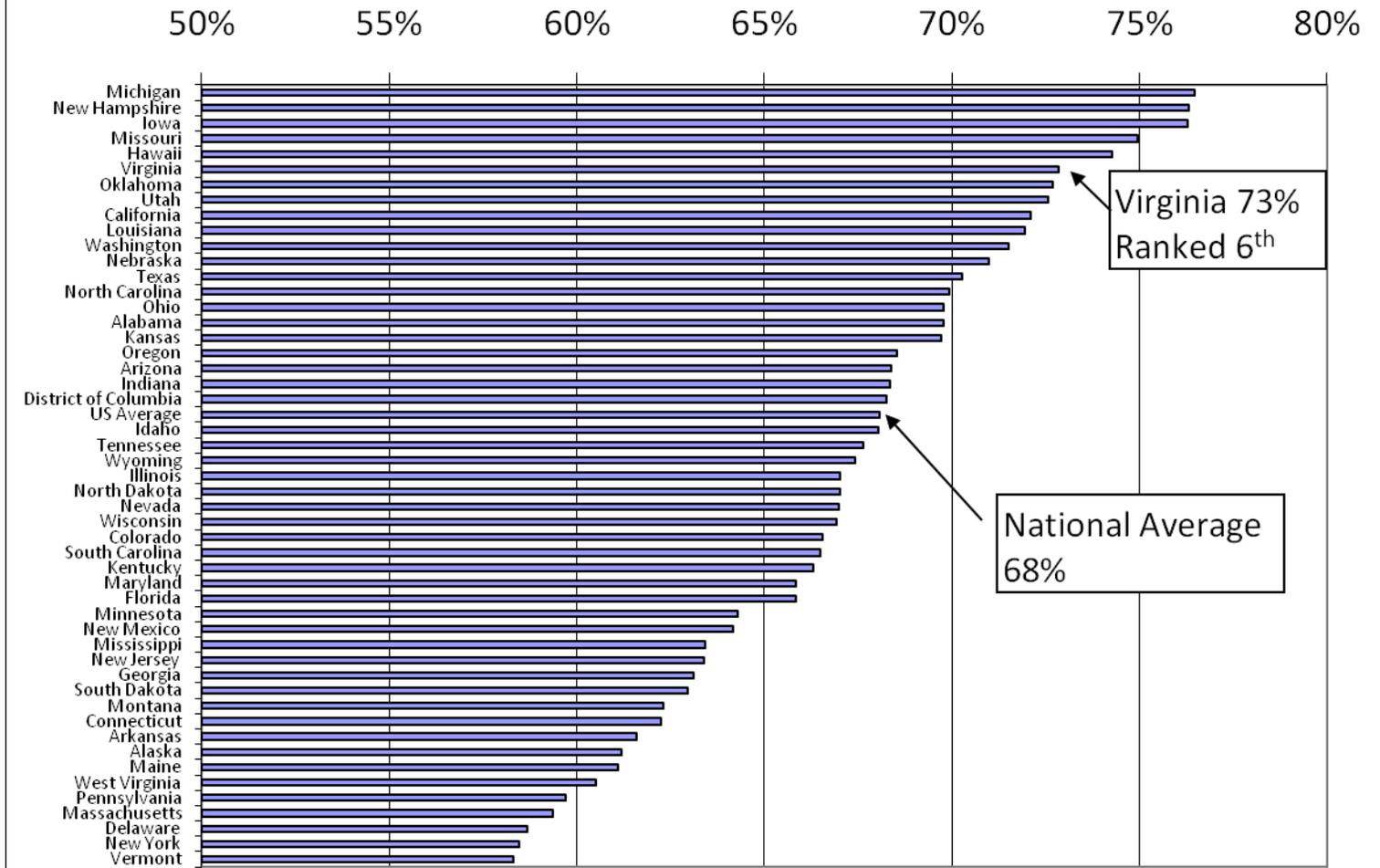
Technology

- Questionable assumption – technology is not effectively being used.
- Not easy and not cheap – CGEP
- VCU experience
 - Laptops
 - Tablets
 - Electronic textbooks (UVA – Darden)
- How ready is the technology?
- Students are not as technology literate as they may appear



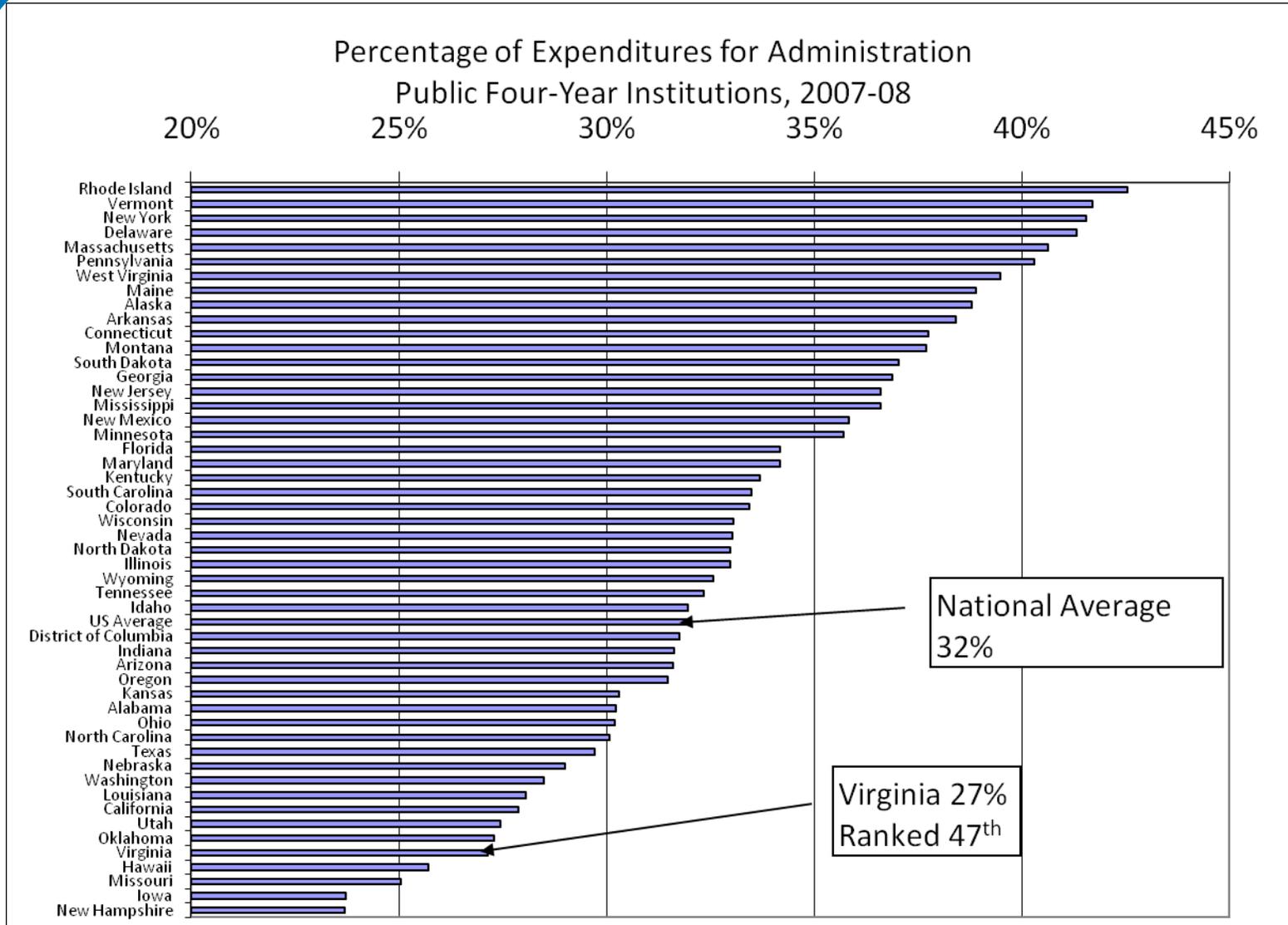
Institutions - Good Stewards

Percentage of Expenditure for Instruction and Academic support
Public Four-Year Institutions, 2007-08





Institutions - Good Stewards





Efficient Coordination

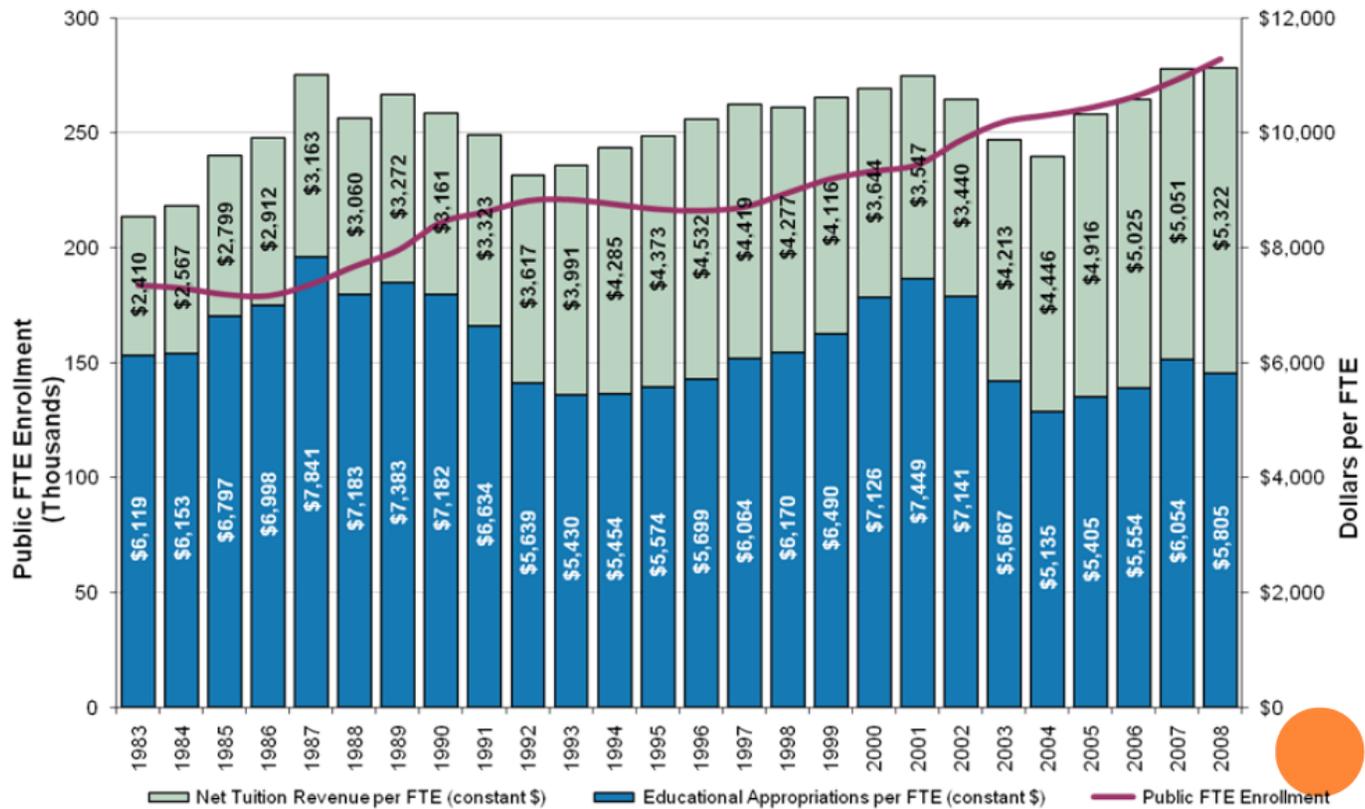
BUDGET AND EMPLOYEE DATA FOR THE 23 COORDINATING-BOARD STATES

State	Agency Budget	Budget Per Capita	Employees		
			Professional	Support	Per Capita
AL	\$3,867,744	\$0.83	23.5	2	1 per 182,820
AR	\$3,693,722	\$1.29	43	6	1 per 58,272
CA	\$2,243,669	\$0.06	15	6	1 per 1,750,317
CO	\$3,181,201	\$0.64	21	4	1 per 197,578
CT	\$2,710,242	\$1.06	48	4	1 per 70,025
IN	\$5,108,985	\$0.80	14	5	1 per 335,621
IL	\$3,448,434	\$0.27	27	7	1 per 379,458
KY	\$8,638,100	\$2.02	67	16	1 per 51,437
LA	\$8,630,209	\$1.96	73	12	1 per 51,892
MD	\$433,377,674	\$76.98	46	21	1 per 84,084
MO	\$13,065,516	\$2.21	49	25	1 per 79,887
NE	\$1,287,033	\$0.72	8	5	1 per 137,187
NJ	\$1,205,000	\$0.14	16	2	1 per 482,370
NM	\$3,336,800	\$1.69	39	16	1 per 36,079
OH	\$7,678,102	\$0.67	63	14	1 per 149,168
OK	\$16,783,039	\$4.61	33	67	1 per 36,424
SC	\$6,054,781	\$1.35	15	7	1 per 203,627
TN	\$36,074,700	\$5.80	51	5	1 per 110,980
TX	\$51,406,101	\$2.11	226	81	1 per 79,241
VA	\$3,709,358	\$0.48	47	3	1 per 155,382
WA	\$6,611,000	\$1.01	36	64	1 per 65,492
WV	\$7,475,706	\$4.12	51	11	1 per 29,266



Support for Higher Education

Public FTE enrollment, educational appropriations and total educational revenue per FTE, Virginia - 1983-2008



Note: Constant 2008 dollars adjusted by SHEEO Higher Education Cost Adjustment. (HECA) Source: SHEEO SHEF



Comments/Questions...