



State Council of
Higher Education for Virginia

Restructuring Overview

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Higher Education Restructuring

To provide public colleges and universities with more operational and administrative autonomy in exchange for a renewed commitment to their public missions.



History and Context

- General fund budget cuts
- Tuition controls
- Heightened political environment
- Lack of effective coordination of higher education system
- Some institutions had experience with decentralized authority



Institutional Concerns

- Lack of predictability in funding, inability to plan
- Inability to use “market strength” to meet institutional goals
- Perception of undue administrative burdens



Summary of Legislation

- Operational autonomy for all institutions
- T&F responsibility of BOV
- Commitment to “state ask”
- Performance measures and financial incentives
- Opportunity for greater institutional autonomy, including “management agreement”



Restructuring Authority

- **Level I**
 - All institutions with BOV commitment in 2005
 - Receive minimum operational authority
- **Level II**
 - Criteria established in 2008 GA Session
 - Memorandum of Understanding for operational authority in two of the following areas – capital outlay, procurement, information technology
- **Level III**
 - Management Agreement with operational authority in capital outlay, procurement, information technology, human resources, finance
 - Three initial institutions – College of William and Mary, University of Virginia, Virginia Tech
 - Virginia Commonwealth University authorized in 2008 GA Session

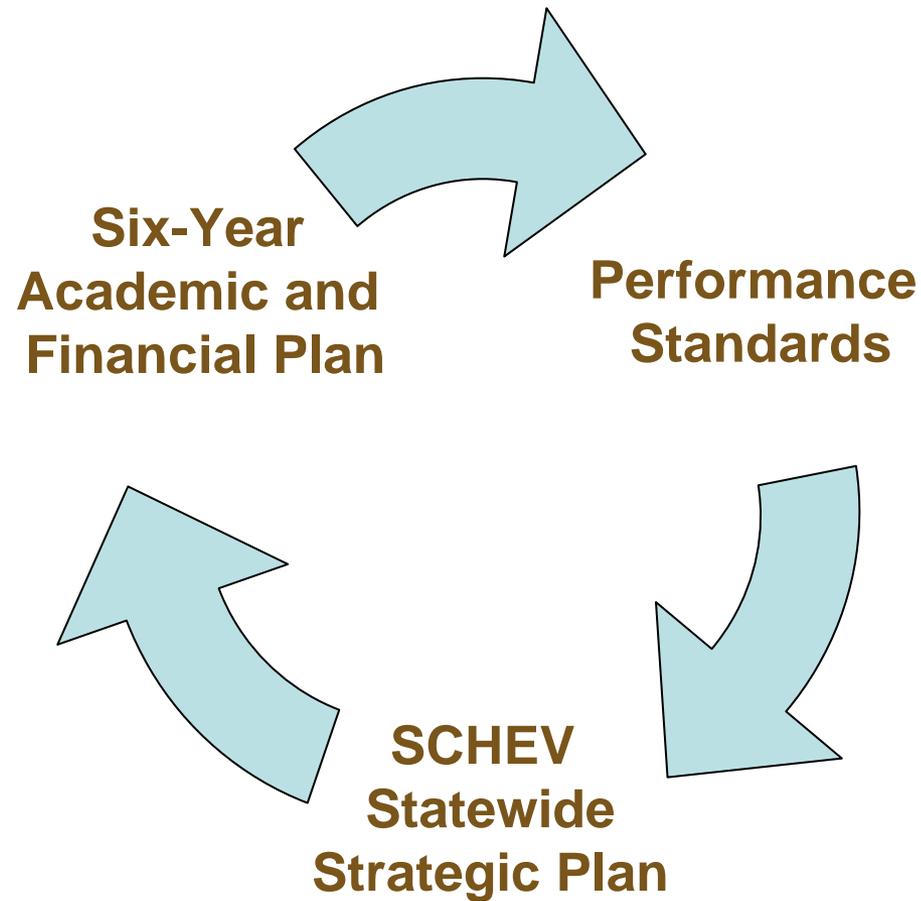


The Public Agenda – “State Asks”

- 1. Access**
- 2. Affordability**
- 3. Academic Offerings**
- 4. Academic Standards**
- 5. Student Progress and Success**
- 6. Articulation and Dual Enrollment**
- 7. Economic Development**
- 8. Research**
- 9. Enhancing K12**
- 10. Six-Year Plans**
- 11. Finance and Administrative**
- 12. Campus Safety and Security**



Elements of Restructuring





2007 Statewide Strategic Plan

Section I: ACCESS

1. Enhance Access Through P-16 Curricular Alignment
2. Enhance Access Through Improved Coordination of Information
3. Enhance Affordability Through Financial Aid Advocacy
4. Enhance Affordability Through Education and Investment Incentives

Section II: ALIGNMENT

5. Improve College Readiness Through Strengthened P-16 Cooperation and Communication
6. Strengthen P-16 Coordination Through Expanded Data Collection and Analysis
7. Support State Workforce Needs Through Strengthened Participation in Post-Secondary Education
8. Conduct a Comprehensive Economic Impact Study of Higher Education
9. Improve Alignment Between Higher Education and the Commonwealth's Workforce Needs
10. Strengthen Academic Program Quality and Accountability Through Assessment

Section III: INVESTMENT

11. Enhance Research Through Investment in Targeted Consortia
12. Enhance Research Through Investment in Infrastructure



Six-Year Plans

- **Enrollment**
 - Enrollment targets negotiated between the state and institution
 - Based on statewide enrollment demand estimates
- **Academic**
 - Institutional plans to expand and improve instructional programs and student services
- **Financial**
 - Resources needed to meet enrollment targets and academic plans
 - Derived from state appropriations, tuition revenue, and other institutional sources
 - Gives policy makers glimpse of anticipated tuition increases given enrollment demands and academic priorities



Performance Standards

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



Financial Benefits

Financial Benefits of Restructuring Certification, FY2007

Institution	Interest	Credit Card	eVA Sole		Total
			Source Fee	Carry Forward	
CNU	\$197,594	\$66,859	\$0	\$35,000	\$299,453
CWM	\$422,497	\$44,001	\$270	\$2,270,000	\$2,736,768
GMU	\$1,923,773	\$108,047	\$26	\$0	\$2,031,846
JMU	\$1,163,249	\$127,970	\$473	\$771,547	\$2,063,239
LU	\$251,998	\$49,333	\$519	\$20,407	\$322,257
NSU	\$0	\$16,122	\$61	\$0	\$16,183
ODU	\$1,540,426	\$54,667	\$22,923	\$0	\$1,618,016
RU	\$436,826	\$28,984	\$0	\$573,619	\$1,039,429
UMW	\$84,990	\$62,925	\$905	\$0	\$148,820
UVA	\$2,058,178	\$208,261	\$106,427	\$9,045,354	\$11,418,220
UVAW	\$35,650	\$1,654	\$0	\$419,300	\$456,604
VCU	\$2,022,593	\$231,803	\$2,707	\$0	\$2,257,103
VMI	\$56,671	\$32,113	\$0	\$34,000	\$122,784
VSU	\$110,964	\$50,433	\$0	\$104,439	\$265,836
VT	\$1,837,662	\$179,976	\$83,617	\$9,000,000	\$11,101,255
RBC	\$30,828	\$8,948	\$0	\$152,807	\$192,583
VCCS	\$2,793,503	\$410,504	\$8,054	\$19,944,778	\$23,156,839
Total	\$14,967,402	\$1,682,600	\$225,983	\$42,371,251	\$59,247,236

\$16,875,985