



State Council of
Higher Education for Virginia

THE VIRGINIA PLAN FOR HIGHER EDUCATION

**UPDATE ON ACTIVITIES RELATED TO THE SIX INITIATIVES
September 2016**

**| AFFORDABLE ACCESS | STUDENT SUCCESS |
| INNOVATION AND INVESTMENT | ECONOMIC AND CULTURAL PROSPERITY |**

Initiatives Update September 2016

As part of an ongoing effort to update Council members and higher education stakeholders of progress made in the six initiative areas, the following document includes an update on related activities and an expected completion date.

In addition, as part of the 2016 General Assembly session, staff identified additional activities that align with these initiatives. These are included in the work matrix that illustrates how the SCHEV initiatives align with the session requirements, the efforts of the Joint Subcommittee on the Future Competitiveness of Higher Education in Virginia and the recent JLARC related to higher education. Detailed descriptions and activities will be incorporated into the initiatives for the next update in July.

A full background for each initiative is available on The Virginia Plan for Higher Education website. <http://www.schev.edu/schev/StrategicPlan.asp>

	Page
Work Matrix	3
1. Initiative: 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.	5
2. Initiative: <i>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.</i>	7
3. Initiative: <i>Review and recommend potential initiatives for further restructuring and shared services that enhance institutional and administrative flexibility and improve quality and efficiency.</i>	8
4. Initiative: <i>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.</i>	9
5. Initiative: <i>Launch a communications strategy to address public knowledge and benefits of higher education, through Council reports, traditional media, social media and other means.</i>	10
6. Initiative: <i>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.</i>	13

Work Matrix
2016 Priority Initiatives in Implementation of *The Virginia Plan for Higher Education*

	1 Ensure affordable, efficient and effective pathways for students	2 Seek stable & sustainable public funding	3 Enhance institutional and administrative flexibility and improve quality & efficiency	4 Measure the quality of undergraduate education	5 Launch a communications strategy of the value of higher ed	6 Promote economic development via a long-term research plan
SCHEV Assignments in 2016 Legislation & Budget	<p>HB66 Administer Workforce Credential Grant program</p> <p>Item 146M Provide grants for affordable pathways, shared services & efficiency initiatives.</p> <p>HB400/SB52 Report on Loan refinance authority.</p> <p>Item 146.O Va Degree Completion Network.</p> <p>Item 144J Cybersecurity Scholarships for Pub Serv</p> <p>Item 144H Allocate \$24M in aid per Joint Subcommittee.</p> <p>SJ96 Align K-12 & higher education</p>	<p>HB961 Alternative tuition and fee structures.</p> <p>Various – Analyze BOV’s tuition and fee decisions.</p> <p>4-9.04 Expand factors in faculty-salary goals.</p>	<p>Item 146K Study regional sex-assault investigate center.</p> <p>Item 146M Provide grants for affordable pathways, shared services & efficiency initiatives.</p> <p>4-9.04 Lower costs and enhance learning thru tech.</p>	<p>SB338 Study-abroad guidelines.</p> <p>HB46 School-readiness committee.</p> <p>HB842 Teacher licensure re dyslexia.</p> <p>Item 146L Administer VLDS.</p>	<p>Item 146L Administer VLDS.</p>	<p>HB1343 Va Research Investment Committee (and Item 478.1 - VRIC act on incentive-package requests)</p> <p>Item 255 Va Research Investment Fund.</p> <p>HB834/SB449 GO VA.</p> <p>HB515 Econ Dev in 6-yr Plans</p>
SCHEV activities in support of The Virginia Plan	<p>Hold forum on college access, success & completion.</p> <p>Improve transparency of exams accepted for undergraduate credit.</p> <p>Update the State Policy on College Transfer</p> <p>Increase opportunities for transfer through Interstate Passport Initiative.</p> <p>Support math pathways transfer initiative.</p> <p>Research efficiency of VA’s transfer system</p>	<p>Hold discussions with experts in higher education regarding the feasibility and approach of a long-term funding strategy</p> <p>Use outcomes of discussions to inform Councils 2017 budget recommendations.</p>	<p>Monitor activities of institution APA reviews regarding progress on JLARC Recommendations</p> <p>Implement Work with institutions through the Finance Advisory Committee</p> <p>Use outcomes of discussions to inform Councils 2017 budget recommendations.</p>	<p>Revise SCHEV Assessment guidelines</p> <p>Work with state experts to determine methods to measure gaps in supply & demand</p> <p>Revise SCHEV program productivity policy to incorporate elements related to program alignment with job demand</p>	<p>Create structure for input and engagement b institutions and other stakeholders</p> <p>Determine audience, message and desired outcomes of initiative</p> <p>Build awareness of The Virginia Plan and progress in the goals, initiatives, measures and targets</p>	

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
2016 Priority Initiatives in Implementation of *The Virginia Plan for Higher Education*

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Joint Subcommittee on the Future Competitiveness of Virginia Higher Education	<ul style="list-style-type: none"> a) Review quality, provide access and affordability c) Identify practices for greater efficiencies d) Evaluate distance ed and online instruction e) Review need-based aid and alternative models g) Study transfer students h) evaluate dual enrollment as cost reducer i) Study teacher prep 	<ul style="list-style-type: none"> b) Examine sustainability of institutions and system e) Review need-based aid and alternative models j) Review alternative tuition and fee structures 	<ul style="list-style-type: none"> b) Examine sustainability of institutions and system c) Identify practices for greater efficiencies d) Evaluate distance ed and online instruction f) Review JLARC cost-efficiency recommendations h) Evaluate dual enrollment as cost reducer j) Review alternative tuition and fee structures 	<ul style="list-style-type: none"> a) Review quality, provide access and affordability g) Study transfer students h) Evaluate dual enrollment as cost reducer i) Study teacher prep 		
JLARC RECOMMENDATIONS (Recs b and c)	<ul style="list-style-type: none"> b.1) Standardize mandatory non-E&G fees b.2) Update Chart of Accounts b.4 & b.6) Lower costs & enhance learning thru tech 	<ul style="list-style-type: none"> b.2) Update Chart of Accounts b.5) Expand factors in faculty-salary goals e) Use SCHEV capital-project prioritization 	<ul style="list-style-type: none"> b.3) Revise guidelines for research & instruct space b.4 & b.6) Lower costs & enhance learning thru tech c) Train BOV members 	<ul style="list-style-type: none"> b.4 & b.6) Lower costs & enhance learning thru tech 	<ul style="list-style-type: none"> c) Train BOV members 	<ul style="list-style-type: none"> b.3) revise guidelines for research & instructional space

1

Initiative: 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.

Council Committee: Academic Affairs

Advisory groups: Instructional Programs Advisory Committee (IPAC)
State Committee on Transfer

Lead staff members: Joseph DeFilippo

Current Activities and Updates:

- **Support the PK12 Partnerships and Affordable Pathways through the Fund for Excellence and Innovation's Affordable Pathways Partnership Grants (Expected Completion: Ongoing):**

Update: SCHEV issued the request for proposals for the Affordable Pathways Partnership grant in August. The grants are offered for up to 4 public institutions to promote PK12 partnerships and affordable pathways. Proposals are due in October with announcements expected on December 1, 2016.

- **Increase opportunities for transfer of general education courses in participating states through the *Interstate Passport* initiative (Expected Completion: September 2017):** Via invitation from Southern Regional Education Board (SREB), Virginia is participating as a Phase 2 state in the *Interstate Passport* initiative. Information is available here: <http://www.wiche.edu/passport/home>. The initiative is designed to improve graduation rates, shorten time to degrees, and save students money.

Update: Several institutions have submitted draft Passport Blocks. Mountain Empire, Tidewater, New River, and John Tyler Community Colleges have submitted completed drafts and Norfolk State completed a partial Block of knowledge and skill areas to address. The remaining institutions plan to continue working on the Passport Initiative throughout the fall.

- **Support a Dual Enrollment Working Group (Expected Completion: TBD):** SCHEV has established a multi-institution working group on dual enrollment (with participation by both publics and privates), to help address issues raised in discussions with the Secretary of Education. This effort also aligns with the Joint Subcommittee on the Future Competitiveness of Higher Education's charge to review dual enrollment. These issues are focused on the general efficacy of dual enrollment, with particular emphasis on encouraging good coordination among institutions and academic success of students.

Update: The working group is a collaborative effort of SCHEV's offices of Academic Affairs and Research & Data Warehousing. An inaugural meeting is scheduled in Richmond on September 7 and will address the following topics/issues:

- Four-year institution perspectives on academic success of students with dual enrollment credits.
 - Data needs for further assessing the efficacy of dual enrollment.
 - Possible recommendations for dual enrollment innovations (including pathways) that would contribute to improved attainment and completion.
 - Informational exchanges that would be helpful going forward.
- **Support a math transfer pathways initiative (Expected Completion: June 2017).** The VCCS continues their work on the Math pathways. It has assembled a 24-member team in partnership with the four-year institutions to refine the courses to improve transfer rates and reduce remediation.

Activities Completed:

- **Improved transparency of exams accepted for undergraduate course credits:** Council adopted the “*Virginia Public Higher Education Policy on Course Credit for AP, Cambridge, CLEP, and IB*” at its March 2016 meeting. Staff conducted meetings with institutional representatives on logistics of the policy and formally distributed it.
- **Held a summit on Access, Success and Completion in June:** Over 280 participants attended the one-day event held in Richmond on June 8th. Attendees included K12, higher education, policy makers, Governor’s staff and general assembly members. The day included awareness regarding Virginia’s goal to be the best-educated by 2030, the gaps the states to close to achieve the goal, presentations by Lumina foundation and Complete College America; college presidents; and parent, student, and principal perspectives; Presentations from the event can be found [here](#).
- **Updated the Virginia State Policy on College Transfer:** The goal of the update was to improve transfer for Virginia’s students by enhancing cooperation and consistency among institutions of higher education. The updated policy will include new provisions relating to: admission of students not completing an associate degree; admission of high school students completing college credit prior to high school graduation; acceptance and application of credits earned through prior learning assessment (may include credit earned through advanced high school programs or extra-institutional learning).The updated policy was passed at the July 2016 Council meeting for approval.
- **Approved regulations for the workforce credential grant program:** As the administering agency of the New Economy Workforce Credentials grants, SCHEV approved guidelines in July 2016. This grant provides greater access and affordability to postsecondary education for individuals seeking workforce credentials in high demand jobs through non-credit training.
- **Supported Approval of Funds in the 2016 to stimulate collaborations among public school divisions, community colleges, and universities to create and expand affordable pathways:** As part of the 2016 session, SCHEV provided budget recommendations for and the Governor included in his introduced budget funding for affordable pathway programs. The General Assembly funded these efforts through the establishment of the Fund for Excellence and Innovation, which includes \$500,000 a year for affordable pathways program and partnerships and increased cost efficiencies through shared services.

2

Initiative: *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.*

Council Committee: Resource and planning
Advisory groups: Finance Advisory Committee
Lead staff members: Peter Blake/Dan Hix

Current Activities and Updates:

- **Continue to support funding for higher education (Expected completion: Ongoing):** There are several strategies to currently underway regarding consistent funding through additional other groups and activities identified by the Council. This includes: working with the Joint Subcommittee to identify long-term funding strategies, working with individuals with legislative and tax experience to identify through ongoing SCHEV publications and identifying promising practices from the prior legislative session to support the level of funding demonstrated.

Update: Released the *2016-17 Tuition and Fees Report* released August 1 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. It was evident in the 2012-14 biennium and again in the 2016-18 biennium. It is through the best practice of consistent state investment and corresponding low tuition increases that will allow the Commonwealth to realize its goal of affordable access for all. Staff interviews with the press since the release of the report have emphasized these points. Unfortunately, the Commonwealth is now facing a budget shortfall of \$1.5 billion for the 2016-18 biennium. The impact on higher education budgets is not yet known.

The report is available at <http://schev.edu/index/reports/schev-reports/2016-17-tuition-and-fees-report>

Activities Completed:

- **Approved budget recommendations to support operating expenses and financial aid:** In October 2015, the Council recommended an increase of about \$110 million from the general fund in the first year for a combination of operating expenses and student financial aid. About \$74 million of that total covered basic institutional needs and Virginia Plan initiatives related to student success and affordable pathways from secondary school to higher education in all its forms. To mitigate the need for tuition increases, the Council recommended that funding for these purposes derive predominantly from the general fund. Should this occur, the Council believes that Virginia students and families will see the lowest tuition increase in 15 years.
- **Helped secure funding increase of \$314 million for 2016-18 biennium,** resulting in tuition increases of under 3% for 97% of Virginia in-state undergraduate students and the largest ever increase in need-based financial aid.

3

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

Council Committee: Resource and Planning
Advisory groups: Finance Advisory Committee
Lead staff members: Peter Blake/Dan Hix

Current Activities and Updates:

- **Work with institutions through the Finance Advisory Committee (FAC) to further identify areas for operational efficiencies (Expected Completion: Ongoing):** Through the Fund for Excellence and Innovation established during the 2016 session to identify additional cost efficiencies and shared services to lead to measureable cost reductions. SCHEV established an Efficiency/Innovation Workgroup to support this effort.

Update: The Workgroup met (via conference call) on September 2 to review responses received from their survey of representatives of other campus services, (e.g., IT, Procurement, Financial Aid, Admissions, Libraries) and discuss next steps. Consensus on several areas for further study emerged. Those included:

- Potential for leveraged purchase of student health insurance
- Discussion with Library Advisory Committee members on the Knowledge Unlatched program (which brings together funds from many sources to publish open access, scholarly eBooks from a variety of disciplines and publishers at no cost to the authors or readers) and digital storage
- Follow up with each participating institution's financial aid officers for more specific information on early suggestions in the area of financial aid
- Exploration with state officials on efficiencies to be gained from a centralized reporting portal
- Review of options available in making the state's electronic procurement system (eVA) more efficient for institutions
- Potential for a workgroup of higher education research representatives to work through a common grant process for institutions dealing with the Commonwealth and its agencies

Actions will be undertaken by members of the group to gain additional insight in these areas. The workgroup plans to develop a work plan by the end of 2016. In addition, a summit is planned for 2017 to discuss the ideas and raise awareness to a larger audience.

- **Continue to monitor activities of the Auditor of Public Accounts (APA) regarding institutional progress on the JLARC recommendations (Expected Completion Ongoing).** SCHEV will continue to monitor audits from the APA

Activities Completed:

- **Supported funding for innovation and efficiencies during the 2016 session.**

4

Initiative: 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.

Council Committee: Academic Affairs
Advisory groups: Instructional Programs Advisory Committee (IPAC)
Lead staff members: Joe DeFilippo/Wendy Kang

Current Activities and Updates:

- **Revise the SCHEV assessment guidelines (Expected completion May 2017).** The guidelines will incorporate elements of (a) quality measurement and (b) civic engagement based on the input of the Task Force input. SCHEV also will consult with national experts/organizations and other states with expertise in assessment and/or civic engagement in undergraduate education. Discussions have been held with Association of American Colleges and Universities (AAC&U), the Virginia Assessment Group (VAG), and Massachusetts Department of Higher Education.

Update: The Task Force held its second meeting in Richmond on July 14. Major topics taken up at the July 14 meeting:

- Results of a survey issued to all Virginia public institutions regarding how student learning assessment is conducted and used.
- Data on the skills and attributes employers want/expect from college graduates, as well as factors that contribute to well-being and engagement in the workplace.
- Affirmation of a statement of quality drafted in preparation for SCHEV's 2015 Summit on Quality. The Task Force affirmed using that statement will serve as the philosophical foundation for its developing policy recommendations.

The Task Force's next meeting will be on September 22 in Richmond.

Joe DeFilippo and Jodi Fisler have proposed a presentation for the third Governor's Summit on Civic Engagement, to be held at Averett University in October. The purpose of the presentation will be to engage attendees in a deep conversation about how Council's initiative can best support civic engagement of Virginia students.

- **Work with state experts to determine methods to measure gaps in supply and demand (Expected Completion January 2017).** SCHEV staff will work with the Governor's office, the Virginia Employment Commission, and the Virginia Economic Development Partnership to determine methods to measure gaps in supply based on current and expected demand. Once a model and measurement for employment demand is developed, SCHEV staff will review and update the program productivity policy and align as appropriate.

Update: The Governor's office is leading an effort on this topic and received funding to support it through USA Funds. The first prototype was expected in August 2016, but was delayed.

Additional efforts will be made to look at these metrics through the updated measures, targets and related indicators for 2016 expected to be discussed at the next Council meeting in October.

Completed activities:

- **Hired an associate for assessment policy and analysis.**

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

Council Committee:	Executive Committee
Advisory groups:	Instructional Programs Advisory Committee (IPAC) and other groups as appropriate
Lead staff members:	Peter Blake/Wendy Kang

Current Activities and Updates:

- **Create a structure for input and engagement by institutions and other stakeholders (Expected Completion October 2017).** Invite higher-education stakeholders to participate in a discussion about audience, message, and desired outcome. This will include institutional leadership (public and private), policy makers, advisory groups, students, and other key stakeholders. Regular meetings with specific groups will be developed based on the specific message and target audience.

Update: SCHEV hosted a facilitated discussion with about 30 stakeholders including representatives of college administration, the Office of the Governor and the Secretary of Education, communications, economic-development groups, Council member Webb and others in July 2016. The goal was to create common ground and common themes; the concrete outcome is a blueprint document laying out next steps.

- **Determine audience, message and desired outcomes of communications initiative (Expected Completion: December 2016):** Develop a message to support the objective to be the best-educated state by 2030 that appeals to a broad stakeholder base. The message should complement and not compete with secondary education and economic development, and should convey not just the economic value of education but also the general message of talent development for all its values (“economic and cultural prosperity”). The desired outcomes will determine priority areas and the audiences that need to be addressed. The broad message or theme will need to have value propositions that have meaning for each segment (business, students, parents, legislators).

Update: From the meeting held with higher-education stakeholders in July, the group identified the following key items to identify Virginia’s higher education system:

The System Offers a Wide Array of Choices

Virginia offers varying levels of educational and professional development opportunity available through a variety of pathways: community colleges, four year institutions, graduate programs, credentialing and certifications. The system offers versatile, adaptable and responsive educational building blocks. Multiple paths provide abundant opportunities for meeting individual needs and aspirations.

Higher Education Increases Opportunities for Success

Higher education provides increased opportunities for financial stability and success. Higher education offers the chance to proactively improve one’s quality of life by fostering physical, mental and financial security.

It’s an Investment in the Future

Productive, successful citizens create healthy and vibrant communities that benefit all Virginians. An educated population is more financially sound, socially and culturally enriched, and civically engaged. Future generations will benefit from the higher quality of life that education helps create.

It's Essential to Helping Solve Problems and Embrace Opportunities

The capacity to anticipate, identify, research and find viable solutions to business and societal problems is essential for future prosperity. Higher education produces innovative, entrepreneurial, forward-thinking individuals whose skills will help address our biggest challenges while creating new opportunities for growth and success.

Economic Stability and Growth Demands a Talented Workforce

Virginia's higher education system helps produce the workers businesses need to remain nimble and adaptable to an ever-changing global marketplace. The system produces a reliable, capable and consistent supply of educated and credentialed workers who provide employers the talent they need to succeed. The ready workforce helps attract and retain employers and facilitates business growth and expansion.

Accessibility and Affordability Provide a High Return on Investment

The higher education system offers a multitude of access points for individuals, businesses and organizations across the state. Virginia's system is consistently rated as one of the best values in the country, helping produce a high return on investment.

Build awareness of The Virginia Plan and progress made in the goals, initiatives, measures and targets (Expected Completion: Ongoing): Launch a communications strategy that provides an introduction of the goals of the plan and provides ongoing updates through regular communications through a website, newsletter, social media, presentations and media coverage. In the next 3-6 months, SCHEV plans to develop a website, initiate an online newsletter, and highlight success of the plan through article features; in addition, staff will seek opportunities to engage the media related to The Plan. SCHEV staff will continue to seek endorsement or formal support from selected groups such as the Virginia Chamber of Commerce, the State Board of Education, and the Virginia Business Council.

Update: SCHEV continues to raise awareness of the plan through the following activities:

- Communicated Tuition & Fees Report (Goal 1, access and affordability) via a press-friendly summary, web page and press release. Result: more than a dozen news articles statewide in print and broadcast (radio and TV).
- Members of SCHEV and Council are meeting with editorial boards to communicate the Plan's goals, targets and initiatives. In August, they met with the editorial board of the Richmond Times-Dispatch. In September they will meet with members of the editorial board of the Virginian- Pilot in Norfolk. A meeting with the editorial board of the Roanoke Times is being scheduled.
- Launched an e-newsletter for non-experts interested in higher education in Virginia.
- In collaboration with the Office of the Governor and the Secretary of Education, created and released announcements of Cybersecurity Scholarships and Affordable Pathways grants (Goal 1, access and affordability). Result: More than two dozen articles, blog posts and broadcast reports.
- In September, Director Blake presented an overview of the Virginia Plan to administration and staff of Virginia Commonwealth University in an hour-long speech and slide presentation.

A key stakeholder meeting with staff from the General Assembly money committees, Department of Planning and Budget, the Council on Virginia's Future, the Federal Reserve, the Governor's office, the Virginia Chamber and the Virginia Department of Education is planned for September 29th to discuss updates to the measures of the plan and its initiatives.

Completed Activities:

- **Launched the SCHEV website.**
- **Distributed 500 copies of SCHEV update to raise awareness of the Virginia Plan and its goals.**
- **Hired an associate for communications and outreach.**

6

Initiative: *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.*

Council Committee: Resource and planning
Advisory groups: Finance Advisory Committee
Lead staff members: Alan Edwards

Current Activities and Updates:

- **Convene the new Virginia Research Investment Committee (VRIC) (Expected Completion: Report to the Governor and money committees annually on November 1):** Enactment of HB1343 creates a nine-member committee, chaired by the SCHEV director, to administer a major new research-funding vehicle, the Virginia Research Investment Fund (VRIF; see below). (GO Virginia's board is authorized to invest a portion of the VRIF assets.)

Update: Appointment to VRIC is eminent of final two of four members it will share with board of GO Virginia.

The five ex officio VRIC members met informally in May, June and July) to review the legislation and similar grant programs and to discuss legislative- and executive-branch intent and expectations, as well as basic organizational and process matters.

- **Assist VRIC with administration of the new Virginia Research Investment Fund (VRIF) (Expected Completion Ongoing):** Enactment of HB1343 amends Council duties to include assisting the VRIC with administration of the new Virginia Research Investment Fund (VRIF), a special non-reverting revolving fund for promoting R&D, commercialization, researcher recruitment/retention, cooperation and collaboration between research universities & with the private sector, and economic development.

Update: Preliminary efforts in advance of full constitution of VRIC include:

- multiple conference calls with the chief research officers (CROs) of the major research universities to identify priorities, strengths and complementary opportunities;
 - multiple updates to research- university presidents regarding VRIC's status and calls with CROs;
 - creation of a VRIF webpage on the SCHEV website to serve as a resource for VRIC and institutions;
 - recruitment of a lead staffer for VRIC to be employed at SCHEV;
 - development of draft bylaws and workplan for the VRIC.
- **Create, with VRIC, the process for soliciting and reviewing VRIF proposals and the criteria for awarding VRIF funds (Expected Completion: TBD in consultation with VRIC):** Enactment of HB1343 requires Council, in consultation with VRIC, to "establish guidelines, procedures, and objective criteria" for application and award of VRIF funds.

Update: SCHEV staff has collected, reviewed and shared with ex officio VRIC members the policies and processes of various relevant grantors to inform preliminary development of guidelines, procedures and criteria.

The new SCHEV Associate for Research Investment will lead development of VRIF guidelines, procedures and criteria.

Completed Activities:

- **Support approval of funds related to research through the HEETF and pooled bond initiative in the 2016 General Assembly session.**