

THE VIRGINIA PLAN FOR HIGHER EDUCATION

BACKGROUND AND PROPOSED ACTIVITIES FOR
2016 RELATED TO THE SIX INITIATIVES



Affordable Access | Student Success |
| Innovation and Investment | Economic and Cultural Prosperity |



State Council of
Higher Education for Virginia

The Virginia Plan for Higher Education

Summary of Proposed Activities for 2016 by Initiative

Initiative 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.

- Support approval of funds in the upcoming 2016 session to stimulate collaborations among public school divisions, community colleges, and universities to create and expand affordable pathways.
 - Hold a forum on access and student success.
 - Update the Virginia State Policy on College Transfer Increase opportunities for transfer of general education courses in participating states through the *Interstate Passport* initiative.
 - Improve transparency of exams accepted for undergraduate course credits through the development of the Virginia Public Higher Education Policy on course credit.
 - Support math transfer pathways initiative.
 - Research the efficiency of Virginia's transfer system.
 - Continue to inform members and staff of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education on strategies to support efficient and effective pathways.
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Initiative 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.

- Hold discussions with experts in higher education regarding the feasibility and approach of a long-term funding strategy.
 - Use outcomes of discussions to inform the Council's 2017 session budget recommendations and additional steps.
 - Inform members and staff of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education on strategies to sustain long-term planning and responsiveness.
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Initiative 3

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

- Support approval of funds aligned with efficiency and quality during the 2016 General Assembly session.

- Continue to monitor activities of the Auditor of Public Accounts regarding institutional progress on the JLARC recommendations.
 - Work with institutions through the Finance Advisory Committee to further identify areas for operational efficiencies.
 - Inform members and staff of the Joint Subcommittee of the goals and initiatives of the Council related to efficiencies and quality.
 - Use outcomes of the above activities to inform Council's 2017 session budget recommendations.
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Initiative 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.

- Hire an associate of assessment policy and analysis.
 - Revise the SCHEV assessment guidelines.
 - Work with state experts to determine methods to measure gaps in supply and demand.
 - Revise the SCHEV program productivity policy to incorporate elements related to program alignment with employment demand.
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Initiative 5

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

- Determine audience, message and desired outcomes of communications initiative.
 - Create a structure for input and engagement by institutions and other stakeholders.
 - Build awareness of The Virginia Plan and progress made in the goals, initiatives, measures and targets.
 - Hire an associate of communications and outreach
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Initiative 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.

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

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: Joe DeFilippo

Background and supporting legislation

SCHEV Responsibilities: Within SCHEV's responsibilities under various sections of [§ 23-9](#) of the State Code of Virginia are requirements related to activities that align with affordable pathway programs, including: articulation agreements, dual enrollment, and transfer, and course credit policies. These sections are as follows:

- § 23-9.6:1 Duty 18: Development of articulation and other transfer agreements.
- § 23-9.6:1 Duty 20: Development of a uniform certificate of general studies
- § 23-9.14:2: Development of a transfer tool of general education courses and guidelines for articulation, dual admissions and guaranteed admissions agreements
- § 23-9.2:3.10 Development of course credit policies related to Advanced Placement, Cambridge Advanced, College-Level Examination Program, and International Baccalaureate examinations

Joint Subcommittee on the Future Competitiveness of Virginia Higher Education. The 2015 Appropriation Act language formed the subcommittee and includes the following responsibilities (those related funding are highlighted):

Joint Subcommittee on the Future Competitiveness of Virginia Higher Education to (a) review ways to maintain and improve the quality of higher education, while providing for broad access and affordability; (b) examine the impact of financial, demographic, and competitive changes on the sustainability of individual institutions and the system as a whole; (c) **identify best practices to make the system more efficient, including shared services, institutional flexibility, and easily accessible academic pathways;** (d) evaluate the use of distance education and online instruction across the Commonwealth and appropriate business models for such programs; (e) review current need-based financial aid programs and alternative models to best provide for student affordability and completion; (f) review the recommendations of the Joint Legislative Audit and Review Commission on the study of the cost efficiency of higher education institutions and make recommendations to their respective committees on the implementation of those recommendations; (g) **study the effectiveness and**

value of transfer students; (h) evaluate the effectiveness of dual enrollment in reducing the cost of higher education; and (i) study the effectiveness of preparing teachers to enter the K-12 system.

Completed efforts or efforts in progress in this area

Completed a follow-up study of statewide access services and resources. SCHEV and VA529 partnered with Virginia Commonwealth University's Metropolitan Educational Resources Consortium (MERC) to conduct a study, in response to the charge to provide a follow-up report to the 2009 Statewide Examination of College Access Services and Resources (Chapter 665, Item 144). The Update on the State of Virginia College Access Provider Activity is an exploratory study assessing the progress towards and continued relevance of the six priority areas identified in the 2009 study. Interviews and analysis led to reaffirmation of some priorities, such as increasing early awareness and questioned the continued significance of others, such as increasing focus on preparation for college entrance exams, in light of newly available free online resources. New themes, challenges and recommendations were also identified as the access environment in 2015 turns its focus on student debt, increasing credentials that may not require a 4-year degree and the need for more data and resources to help make access organizations better able to prepare for and respond to changing societal needs.

Received a Lumina Foundation grant to support student success and equity initiatives. In June 2015, Virginia received a Lumina grant of \$50,000 to focus on efforts that support increased student success and access opportunities for underrepresented populations. Part of this grant focuses on further identification of access and success programs at institutions, use of data to identify factors impacting student success and identification of policies to improve success and completion.

Joined the Complete College America initiative to focus on improving completion and student success. In November 2015, Virginia joined Complete College America, which focuses on improving completion rates for students. SCHEV, in partnership with the Governor's office, will be working with institutions to pursue strategies highlighted by the initiative. Incorporating these strategies and using the data metrics proposed to track success will support the Virginia Plan goal to increase student success and help Virginia close the gaps in completion rates for underrepresented populations.

Proposed milestones/activities in 2016

Support approval of funds in the upcoming 2016 session to stimulate collaborations among public school divisions, community colleges, and universities to create and expand affordable pathways. In October 2015, the Council approved recommendations to support for affordable pathways programs. The Governor's introduced budget includes \$2.5m in funds that would be awarded on a competitive basis by SCHEV. SCHEV staff will continue to support these initiatives in the upcoming session.

Hold a forum on access and student success. In partnership with the Governor's office and as part of the Lumina initiative, SCHEV staff plan to work with institutions in the spring of 2016 to identify and map promising practices related to access and student success and a statewide forum spotlighting this initiatives and national trends. SCHEV also will work with partners from Lumina and Complete College American to coordinate the event. This event is tentatively scheduled for June 2016.

Update the Virginia State Policy on College Transfer. The goal of the update is 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).

Increase opportunities for transfer of general education courses in participating states through the *Interstate Passport* initiative. 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.

Improve transparency of exams accepted for undergraduate course credits. State code requires SCHEV to develop and implement the *Virginia Public Higher Education Policy on Course Credit for AP, Cambridge, CLEP, and IB*. This effort is underway and will be effective July 2016.

Support a math transfer pathways initiative. The community college system and SCHEV plan to hold an event between community colleges and four-year institutions to improve the transfer of math courses and increase efficiencies in the math courses offered by community colleges. This event is tentatively planned for April 2016.

Research the efficiency of Virginia's transfer system. SCHEV provided a preliminary report on the transfer system and will continue to research this initiative in the coming year.

Continue to inform members and staff of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education on strategies to support efficient and effective pathways. The committee is required to develop a two-year work plan, and interim report by November 1, 2016 and a final report by November 1, 2017. SCHEV staff will continue to work with staff and members related to this effort.

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

Background and supporting legislation

Higher Education Revenue Stabilization Fund: Within existing state code is the review of developing of revenue stabilization fund. This is located in the TJ21 bill/language (the last paragraph of Chapter 828, the Virginia Higher Education Opportunity Act of 2011):

That the Higher Education Advisory Committee created in § 28-38.87:21 of this act, in consultation with and with the assistance from the staff of the State Council of Higher Education, shall review developing a Higher Education Revenue Stabilization Fund and a Higher Education Institutional Revenue Stabilization Fund. The Advisory Committee shall submit its recommendations to the Governor, the Chairman of the House Appropriations Committee, and the Chairman of the Senate Finance Committee.

In addition, in an undated memo from Secretary Robinson and Secretary Brown in the spring of 2011 is the following:

Higher Education “Rainy Day” Fund. In consultation with the directors of the legislative money committees, the Council, and the Virginia Business Higher Education Council, we intend to expedite development of recommendations regarding a legally and practically viable mechanism for establishing an additional reserve fund that is designated for higher education as envisioned in TJ21. We expect to provide our recommendations to the Advisory Committee as soon as practicable, but not later than September 1, 2011. The Advisory Committee is encouraged to provide its recommendations to the Governor, including proposed legislative language, by October 1, 2011.

To date the Higher Education Advisory Committee has not submitted a recommendation related to this issue.

In 2003, SCHEV provided a rationale for the development of stabilization in staff report, *The Condition of Higher Education Funding in Virginia*. This report was issued after the first recession of the decade and before the country’s financial crisis of 2007-08 and the Great Recession that followed. It includes the following excerpts:

Observation: The \$351 million funding shortfall systemwide is more than the total E&G appropriations to the University of Virginia. Given the current state economic situation, it is unlikely the Commonwealth will be able to increase general fund support to higher education in the near future. SCHEV estimates that it would require an average annual tuition increase of 10.4% for three years to generate the additional \$351 million to fully cover the funding shortfall. With economic cycles expected to continue, such an approach, coupled with an education reserve fund, could provide institutions with the ability to raise tuition at reasonable rates capped at a ceiling equal to base adequacy needs. Once the benchmark is reached, then tuition could be capped at inflation, with a tuition reserve fund set aside.

Observation: Virginia higher education funding is somewhat of a paradox. General fund support fluctuates based on changing economic conditions. Tuition revenue is used to offset general fund reductions and help balance overall support. Since these swings occur with some regularity, i.e. coincide with the economic cycles, one way to mitigate the impact of economic downturns, is to implement a higher education reserve fund. Such a safeguard would help to shield students and their families from skyrocketing tuition increases during difficult economic times. As an illustration, if the institutions had been able to deposit 1% of their tuition revenue each year into a protected trust fund beginning in FY92, the fund would have grown to more than \$102 million (assuming interest earnings at no more than the rate of inflation) by FY03 – more than enough to have covered higher education’s share of the October 2003 budget reductions.

Constitutional Amendment Process. If Virginia wishes to consider a constitutional amendment that supports funding, the requirements include passage of legislation by both houses followed by subsequent passage of the same legislation after a general election of the House of Delegates. Once the legislation passes the second time, it may go to a general election and voters must approve by a majority vote. An excerpt from the constitution is included below and available through the following link: <http://law.lis.virginia.gov/constitution/article12/section1>

Any amendment or amendments to this Constitution may be proposed in the Senate or House of Delegates, and if the same shall be agreed to by a majority of the members elected to each of the two houses, such proposed amendment or amendments shall be entered on their journals, the name of each member and how he voted to be recorded, and referred to the General Assembly at its first regular session held after the next general election of members of the House of Delegates. If at such regular session or any subsequent special session of that General Assembly the proposed amendment or amendments shall be agreed to by a majority of all the members elected to each house, then it shall be the duty of the General Assembly to submit such proposed amendment or amendments to the voters qualified to vote in elections by the people, in such manner as it shall prescribe and not sooner than ninety days after final passage by the



General Assembly. If a majority of those voting vote in favor of any amendment, it shall become part of the Constitution on the date prescribed by the General Assembly in submitting the amendment to the voters.

Joint Subcommittee on the Future Competitiveness of Virginia Higher Education.

The 2015 Appropriation Act language formed the subcommittee and includes the following responsibilities (those related to funding are highlighted):

Joint Subcommittee on the Future Competitiveness of Virginia Higher Education to (a) review ways to maintain and improve the quality of higher education, while providing for broad access and affordability; (b) **examine the impact of financial, demographic, and competitive changes on the sustainability of individual institutions and the system as a whole**; (c) identify best practices to make the system more efficient, including shared services, institutional flexibility, and easily accessible academic pathways; (d) evaluate the use of distance education and online instruction across the Commonwealth and appropriate business models for such programs; (e) review current need-based financial aid programs and alternative models to best provide for student affordability and completion; (f) review the recommendations of the Joint Legislative Audit and Review Commission on the study of the cost efficiency of higher education institutions and make recommendations to their respective committees on the implementation of those recommendations; (g) study the effectiveness and value of transfer students; (h) evaluate the effectiveness of dual enrollment in reducing the cost of higher education; and (i) study the effectiveness of preparing teachers to enter the K-12 system.

Completed efforts or efforts in progress in this area

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.

The remainder of the institutional recommendations, or about \$36 million, is devoted to student financial aid, including additional support for both undergraduate need-based aid (\$24 million), aid for graduate students (\$4 million), as well as additional support for the growing Two-Year College Transfer Grant Program—including the well-received incentive award program that you provided in the last legislative session for transfer students enrolling in six of our four-year institutions—the Military Survivors and Dependents Program and the Tuition Assistance Grant Program (\$5.7 million to reach an award of at least \$3,300 per student). Combined with general fund support for

institutional operating expenses, a significant investment in need-based financial aid will help level the playing field and provide more affordable access for thousands of Virginia students.

Proposed milestones/activities in 2016

Hold discussions with experts in higher education regarding the feasibility and approach of a long-term funding strategy. Meet with individuals that have both Virginia legislative and tax experience to review the funding history, state revenue projections, state tax characteristics, and other legislative factors with the expectation that they offer a recommendation for the most appropriate course of action.

Use outcomes of discussions to inform the Council's 2017 session budget recommendations and additional steps. Upon meeting with these experts and through regular Resources and Planning Committee discussions, determine the best course of action for seeking a more permanent funding option.

Inform members and staff of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education on strategies to sustain long-term planning and responsiveness. The committee is required to develop a two-year work plan, and interim report by November 1, 2016 and a final report by November 1, 2017. SCHEV staff will continue to work with staff and members related to this effort.



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

Background and Supporting Legislation

Auditor of Public Accounts to Review JLARC Recommendations. The following language comes from the General Provisions section of the current Appropriation Act, Chapter 665. Administrative efficiencies are part of the JLARC recommendations that pertain to the institutions—and are included in the **bolded** language below that directs the Auditor of Public Accounts (APA) to build a review of the progress made on these recommendations into their 2016 audits.

§4-9.04 Implement JLARC Recommendations

a. The Boards of Visitors at each Virginia public four-year higher education institution, to the extent practicable, shall:

3. **direct staff to perform a comprehensive review of the institution’s organizational structure, including an analysis of spans of control and a review of staff activities and workload, and identify opportunities to streamline the organizational structure. Boards should further direct staff to implement the recommendations of the review to streamline their organizational structures where possible;**

4. **require periodic reports on average and median spans of control and the number of supervisors with six or fewer direct reports;**

5. **direct staff to revise human resource policies to eliminate unnecessary supervisory positions by developing standards that establish and promote broader spans of control. The new policies and standards should (i) set an overall target span of control for the institution, (ii) set a minimum number of direct reports per supervisor, with guidelines for exceptions, (iii) define the circumstances that necessitate the use of a supervisory position, (iv) prohibit the establishment of supervisory positions for the purpose of recruiting or retaining employees, and (v) establish a periodic review of departments where spans of control are unusually narrow; and,**

6. **direct institution staff to set and enforce policies to maximize standardization of purchases of commonly procured goods, including use of institution-wide contracts;**

7. **consider directing institution staff to provide an annual report on all institutional purchases, including small purchases, that are exceptions to the institutional policies for standardizing purchases.**



f. Beginning with fiscal year 2016, the Auditor of Public Accounts shall include in its audit plan for each public institution of higher education a review of progress in implementing the JLARC recommendations contained in paragraph § 4-9.04 a.

Joint Subcommittee on the Future Competitiveness of Virginia Higher Education. The 2015 Appropriation Act language formed the subcommittee and includes the following responsibilities (those related to funding are highlighted):

R. 1. The Chairmen of the House Appropriations and Senate Finance Committees shall each appoint four members from their respective committees to a Joint Subcommittee on the Future Competitiveness of Virginia Higher Education to (a) review ways to maintain and improve the quality of higher education, while providing for broad access and affordability; (b) examine the impact of financial, demographic, and competitive changes on the sustainability of individual institutions and the system as a whole; **(c) identify best practices to make the system more efficient, including shared services, institutional flexibility, and easily accessible academic pathways; (d) evaluate the use of distance education and online instruction across the Commonwealth and appropriate business models for such programs;** (e) review current need-based financial aid programs and alternative models to best provide for student affordability and completion; (f) review the recommendations of the Joint Legislative Audit and Review Commission on the study of the cost efficiency of higher education institutions and make recommendations to their respective committees on the implementation of those recommendations; (g) study the effectiveness and value of transfer students; (h) evaluate the effectiveness of dual enrollment in reducing the cost of higher education; and (i) study the effectiveness of preparing teachers to enter the K-12 system.

Completed efforts or efforts in progress in this area

Requested input during six-year planning process and provided further guidance. As part of the Six-Year Plan process this summer, institutions were asked to provide their thoughts on the need for further autonomy under the Restructuring program.

Reviewed and approved several requests related to travel and moving and relocation. As a result of requests in the six-year plan process, institutions met with the State Comptroller, the Secretary of Finance and the Secretary of Education to discuss changes to existing travel and moving and relocation regulations that would promote greater efficiencies.

Approved budget recommendations to support best practices, efficiencies and innovation. At the October SCHEV Council meeting, members recommended a Fund for Excellence and Innovation for allocation to institutions on a competitive basis. The fund would advance the Governor's and the General Assembly's interests, as expressed in recent legislative changes, to stimulate change and improvement at and among

institutions that enhance quality and obtain greater operational efficiencies and collaborations. The Council recommended a total of \$500,000 from the general fund in FY2017 and \$1,000,000 in FY2018 to support this Fund for Excellence and Innovation.

The Governor's introduced budget included funding for incentive grants for open educational resources and technology innovation.

Proposed milestones/activities in 2016

Support approval of funds aligned with efficiency and quality during the 2016 General Assembly session. SCHEV staff will continue to support initiatives in the upcoming session.

Continue to monitor activities of the Auditor of Public Accounts regarding institutional progress on the JLARC recommendations. Audits are expected to begin in late summer/early fall of 2016. Staff will receive feedback on these reports and share with the Council

Inform members and staff of the Joint Subcommittee of the goals and initiatives of the Council related to efficiencies and quality. The Committee is required to develop a two-year work plan for the review and assessment detailed above in R.1., and provide an interim report to their respective committees by November 1, 2016 and a final report by November 1, 2017. SCHEV

Use outcomes of the above activities to inform Council's 2017 session budget recommendations. Through regular discussions with the Resources and Planning Committee, use input to inform the Council budget recommendations for the following 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

Background and supporting legislation

Within SCHEV's responsibilities under various sections of [§ 23-9.6:1](#) of the State Code of Virginia are requirements related to activities that align with measuring quality and alignment with demand occupations. This includes:

- Duty 10: Development of guidelines for the assessment student learning assessment.
 - Duty 6: Program productivity reviews for undergraduate and graduate programs.
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Completed efforts or efforts in progress in this area:

Held a Quality Summit in June 2015. The summit included national speakers, institution presidents and faculty/staff at institutions. SCHEV and members of the Virginia Assessment group also developed a draft statement on quality and the *Commonwealth Compact* (agreement among institutions, SCHEV and businesses).

Initiated engagement of institutions in revisions to the SCHEV assessment guidelines. As per the Code of Virginia (§ 23-9.6:1.10), SCHEV will work with institutions to incorporate elements of (a) quality measurement and (b) civic engagement aligned with discussions held during the Quality Summit. SCHEV will convene a Task Force on the assessment of quality.

Proposed milestones/activities in 2016

Hire an associate of assessment policy and analysis. This position will focus on incorporating measures of quality of education and civic engagement into the SCHEV assessment policy.

Revise the SCHEV assessment guidelines. 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)
- Virginia Assessment Group
- Massachusetts Department of Higher Education



Work with state experts to determine methods to measure gaps in supply and demand. 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.

Revise the SCHEV program productivity policy to incorporate elements related to program alignment with employment 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.

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5

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

Background and supporting legislation

Over the last year, SCHEV has worked to set a vision for Virginia to be the best educated state 2030 through the development of goals, strategies, measures, targets, and initiatives of the Virginia Plan for Higher Education. The Plan provides a framework to align higher education efforts across the Commonwealth through the use of common language and methods of measurement.

As part of this process, the Council recognized the need to focus on communications to align higher education stakeholders across the state and to convey the value of higher education to students, parents, regions, business and the economy. The expectation is that if a communications strategy is successful, then more people are aware of the benefits of higher education and will invest in higher education through: (1) enrolling in higher education, (2) hiring graduates, (3) supporting institutions (public and private investments), and (4) collaborating with public and private partners.

Completed efforts or efforts in progress in this area

Held initial meetings with the Council Chair and Vice Chair to discuss potential approaches to the strategy. SCHEV staff engaged in several calls to identify potential approaches to the communications effort since the October 2015 Council meeting.

Collaborated with the Virginia Economic Development Partnership to determine message themes related to higher education that appeal to business. In the summer of 2015, institutions participated in a series of conference calls with staff at VEDP to determine approaches to better convey what institutions can offer beyond degree programs to new and existing businesses to support greater collaborations. This effort is part of the Economic Development MOU signed by institution presidents, SCHEV, VEDP and CIT in February of 2015.

Proposed milestones/activities in 2016

Determine audience, message and desired outcomes of communications initiative. Develop a message that supports the objective to be the best education state by 2030 that appeals to a broad stakeholder base. The message should complement and not

compete with secondary education and economic development. The message 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 the audience that needs to be addressed and priority areas. The broad message or theme, will need to have value propositions that have meaning for each segment (business, students, parents, legislators).

Create a structure for input and engagement by institutions and other stakeholders.

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. For example, if working on a message for students and parents, engage access providers, VDOE, and the student advisory committee to help with message development and implementation strategy. If working with business, continue to engage with Virginia Economic Development Partnership, the Virginia Chamber and others, to help with message and strategy.

Build awareness of The Virginia Plan and progress made in the goals, initiatives, measures and targets. 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, highlight success of the plan through article features and will seek to opportunities to engage the media related to The Plan. In addition, 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.

Hire and associate of communications and outreach. This position primarily focus on communications related to this initiative and The Virginia Plan for Higher Education.

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

Background and Supporting Legislation

Commonwealth Research and Technology Roadmap: Under section § 2.2-2221.2 of the State Code of Virginia, the Center for Innovative Technology (CIT) is required to develop the:

Commonwealth Research and Technology Strategic Roadmap (the Roadmap), a comprehensive research and technology strategic roadmap for the Commonwealth to identify research areas worthy of economic development and institutional focus. The goal of the Roadmap shall be to develop a cohesive and comprehensive framework through which to encourage collaboration between the Commonwealth's institutions of higher education, private sector industries, and economic development entities in order to focus on the complete life cycle of research, development and commercialization.

This Roadmap is included on CIT's website at <http://www.cit.org/initiatives/research-and-technology-strategic-roadmap/>.

SCHEV budget recommendations related to research. SCHEV provides budget recommendations annually to support research through the Higher Education Equipment Trust Fund (HEETF) and through Capital Outlay that support high-priority research projects.

Completed efforts or efforts in progress in this area:

Hosted a Research Summit to determine research issues and opportunities. In June 2014, SCHEV hosted a summit on academic research. One of the recommendations that emerged from the summit was the need for long-term investments in the core elements of research success: faculty, students, equipment, and facilities. In particular, institutional leaders identified challenges in recruiting and retaining outstanding research talent and in having access to matching funds for substantial federal grants. This is an area of opportunity for the Commonwealth to help its research institutions to help Virginia.

Approved budget recommendations for HEETF and a pooled bond authorization to support high-priority research projects in the Commonwealth. In October 2015, the

Council approved budget language to support the HEETF (Higher Education Equipment Trust Fund), including \$14.3 million in the first year and \$11.8 million in the second year.

In addition, Council approved \$5.7 million in the second year for debt service on a proposed pooled bond authorization fund to improve research competitiveness via financing of new or renovated research facilities and equipment. This fund would allow greater flexibility of recruitment and retention of research faculty.

Proposed milestones/activities in 2016

Support approval of funds related to research through the HEETF and pooled bond initiative in the 2016 General Assembly session. There are several researched focused initiatives that are expected during the 2016 session. SCHEV staff will work closely with the Governor's staff, general assembly staff and members and higher education stakeholders to support these initiatives.

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