



State Council of
Higher Education for Virginia

THE VIRGINIA PLAN FOR HIGHER EDUCATION

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

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

**Initiatives Update
JULY 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>	8
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>	9
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>	11
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>	13
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>	15

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*

	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
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



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

Activity	Description	July 2016 Update	Expected Completion
<p>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.</p>	<p>In October 2015, the Council approved recommendations to support for affordable pathways programs. The Governor’s introduced budget includes \$2.5 million in funds that would be awarded on a competitive basis by SCHEV. SCHEV staff will continue to support these initiatives in the upcoming session.</p>	<p>SCHEV staff have met with the provosts and talked to several state and national leaders regarding how to support greater collaborations between public schools divisions and higher education. Institutions indicated that summer is a difficult time to plan and respond to RFPs so the expected release will be the end of July with a return at the end of September. The award determination would be by in October 2016 with awards lasting through June 2018.</p>	<p>October 2016 (for awards)</p>
<p>Hold a forum on access and student success.</p>	<p>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 America to coordinate the event.</p>	<p>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.</p>	<p>June 2016</p>

Activity	Description	July 2016 Update	Expected Completion
Improve transparency of exams accepted for undergraduate course credits.	State code requires SCHEV to develop and implement the <i>Virginia Public Higher Education Policy on Course Credit for AP, Cambridge, CLEP, and IB</i> . This effort is underway and will be effective July 2016.	Council adopted the “ <i>Virginia Public Higher Education Policy on Course Credit for AP, Cambridge, CLEP, and IB</i> ” at its March 2016 meeting. Staff has conducted meetings with institutional representatives on logistics of the policy and formally distributed it.	Fall 2017
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).	The updated policy is on the July 2016 Council meeting for approval.	July 2016
Increase opportunities for transfer of general education courses in participating states through the <i>Interstate Passport</i> initiative.	Via invitation from SREB, Virginia is participating as a Phase 2 state in the <i>Interstate Passport</i> 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.	Throughout March and April SCHEV staff visited the 13 participating institutions to discuss the requirements necessary for developing the institutional Passport. Over the next couple of months SCHEV staff will continue work with the institutional faculty teams charged with developing their Passport. To date, one institution has completed their Passport.	September 2017

Activity	Description	July 2016 Update	Expected Completion
<p>Support a math transfer pathways initiative.</p>	<p>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.</p>	<p>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.</p>	<p>September 2016</p>
<p>Research the efficiency of Virginia's transfer system.</p>	<p>SCHEV provided a preliminary report on the transfer system and will continue to research this initiative in the coming year.</p>	<p>SCHEV issued the report on transfer in March 2016. A second report is expected in May 2017</p>	<p>May 2017</p>
<p>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.</p>	<p>The committee is required to develop a two-year work plan, an 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.</p>	<p>SCHEV will inform the committee of activities under this initiative and provide updates on activities related to SCHEV and the institutions that support efficient and effective pathways.</p>	<p>November 2016 <i>(initial report by Sub-committee)</i></p> <p>November 2017 <i>(final report by Sub-committee)</i></p>

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

Activity	Description	July 2016 Update	Expected Completion
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.	Given the strong support by the Governor and General Assembly in the 2016 session, staff plans to postpone a proposed panel on funding and will seek to work with the Joint Subcommittee on long-term funding strategies through its work in the Fall. In addition, with the strong support from the last session by the general assembly and Governor, SCHEV staff will work to identify best practices and determine methods to incorporate these into future budget processes.	September 2016
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.	No activities to report for this time period.	October 2017
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, an 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.	SCHEV will inform members and staff of the Joint Subcommittee of the listening panel discussion and continue to inform members of ongoing activities related to funding.	November 2016 <i>(initial report by Subcommittee)</i> November 2017 <i>(final report by Subcommittee)</i>



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

Activity	Description	July 2016 Update	Expected Completion
<p>Continue to monitor activities of the Auditor of Public Accounts regarding institutional progress on the JLARC recommendations.</p>	<p>Audits are expected to begin in late summer/early fall of 2016. Staff will receive feedback on these reports and share with the Council.</p>	<p>APA presented its work plan to JLARC at the May 2016 meeting. Visits are scheduled to begin in May with VCU, UVA, and VT.</p>	<p>July 2017</p>
<p>Work with institutions through the Finance Advisory Committee (FAC) to further identify areas for operational efficiencies.</p>	<p>Staff meet regularly with FAC members and can work to identify other opportunities for operational efficiencies.</p>	<p>A workgroup consisting of representatives from 7 institutions and SCHEV met on June 28. The group has compiled efficiencies and innovations undertaken by institutions in recent years and it will disseminate it more broadly through the Council of State Senior Business Officers for review and additions. The group decided to solicit ideas for efficiencies and innovations that could be pursued collaboratively through this initiative from representatives of other campus services, (e.g., IT, Procurement, Financial Aid, Admissions); recommended holding a statewide meeting in Fall, 2017 to share work to date and facilitate ideas; reviewed options for streamlining activities/reports between institutions and central state agencies. The group will work toward a more formal business plan once responses to early inquiries have been received.</p>	<p>Fall 2016</p>

Activity	Description	July 2016 Update	Expected Completion
<p>Use outcomes of discussions to inform the Council’s 2017 session budget recommendations and additional steps.</p>	<p>Through regular discussions with the Resources and Planning Committee, use input to inform the Council budget recommendations for the following session.</p>	<p>No activities to report for this time period.</p>	<p>October 2017</p>
<p>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.</p>	<p>The committee is required to develop a two-year work plan, an 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.</p>	<p>SCHEV will inform members and staff of the Joint Subcommittee of ongoing activities related to this topic.</p>	<p>November 2016 <i>(initial report by Subcommittee)</i></p> <p>November 2017 <i>(final report by Subcommittee)</i></p>

Completed Activities:

Support 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

Activity	Description	July 2016 Update	Expected Completion
<p>Revise the SCHEV assessment guidelines.</p>	<p>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.</p>	<p>An ad hoc committee of institutional staff has been formed and held its first meeting in May. A second meeting will be held in July. SCHEV held an informational meeting in late May on the SHEEO/AACU Multi-State Collaborative (MSC) to assess student learning. Institutions are still determining whether they would like to join. While these two efforts are not formally connected, staff expects to explore with institutions the possibility of incorporating the MSC into the revised SCHEV assessment policy.</p>	<p>May 2017</p>
<p>Work with state experts to determine methods to measure gaps in supply and demand.</p>	<p>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.</p>	<p>The Governor’s office developed a framework for High Priority Demand Occupations categorized by education level that will be used as criteria for the workforce credential grant. In addition, the Governor’s office met with several key stakeholders on the development of a dash board to develop supply in May. This dashboard is delayed and expected for August.</p>	<p>August 2016 for initial occupations July 2017 for a broader analysis</p>

Activity	Description	July 2016 Update	Expected Completion
<p>Revise the SCHEV program productivity policy to incorporate elements related to program alignment with employment demand.</p>	<p>Once a model and measurement for employment demand is developed, SCHEV staff will review and update the program productivity policy and align as appropriate.</p>	<p>Productivity reviews are conducted every five years. The next program review is planned for 2018-19. SCHEV will review and update the policy in fall 2017.</p>	<p>Fall 2017</p>

Completed activities:

Hire an associate for assessment policy and analysis.

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: Executive Committee

Advisory groups: Instructional Programs Advisory Committee (IPAC) and other groups as appropriate

Lead staff members: Peter Blake/Wendy Kang

Activity	Description	July 2016 Update	Expected Completion
<p>Create a structure for input and engagement by institutions and other stakeholders.</p>	<p>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.</p>	<p>SCHEV scheduled a facilitated brainstorming session for July 21st with a working group 25-30 participants representing K12, higher education, economic development, policy makers and other stakeholders to identify goals, strategies and priorities.</p>	<p>July 2016</p>
<p>Determine audience, message and desired outcomes of communications initiative.</p>	<p>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).</p>	<p>Desired outcomes will be developed based on information generated in the facilitated session, input from institutions, and other listening sessions with economic development, access providers, K-12 and education leaders.</p>	<p>July 2016</p>

Activity	Description	July 2016 Update	Expected Completion
<p>Build awareness of The Virginia Plan and progress made in the goals, initiatives, measures and targets.</p>	<p>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.</p>	<p>SCHEV continues to raise awareness of the plan through the following activities:</p> <ul style="list-style-type: none"> - Launched a redesigned and reorganized website with additional capabilities for sharing messaging and information about the Virginia Plan and higher education. These include methods for social-media sharing; sections for students and families; and sections to highlight data, reports, news and other information regarding the Virginia Plan. - Communicated goals and progress of the Virginia Plan via news releases, social media and interviews with news media. - Scheduled and planned outreach activities including visits from members of Council and SCHEV leadership with editorial sections of influential news organizations. 	<p>Ongoing</p>

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



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

Activity	Description	July 2016 Update	Expected Completion
<p>Convene the new Virginia Research Investment Committee (VRIC).</p>	<p>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).</p> <p>(GO Virginia’s board is authorized to invest a portion of the VRIF assets.)</p>	<p>The VRIC members (less the awaiting GO Virginia appointees) have met twice. The two meetings were focused on reviewing the legislation and hearing presentations from complementary fund, including the Commonwealth Health Research Fund, the Virginia Biosciences Health Research Corporations and the Commonwealth Research Commercialization Fund.</p>	<p>Report to Governor and money committees due by November 1 annually.</p>
<p>Assist VRIC with administration of the new Virginia Research Investment Fund (VRIF).</p>	<p>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.</p>	<p>Pending appointment of the four non-ex officio VRIC members and convening of the first official VRIC meeting:</p> <ul style="list-style-type: none"> -held a conference call with VPs of the research of the major research universities to identify priorities, strengths and federal opportunities. -provided an updated to major research presidents regarding the status of VRIC and the call with the VPs of research. -will create a webpage on the SCHEV website to serve a resource for VRIC and institutions. -will advertise a position to assist as lead staff for VRIC. 	<p>Ongoing.</p>

Activity	Description	July 2016 Update	Expected Completion
<p>Create, with VRIC, the process for soliciting and reviewing VRIF proposals and the criteria for awarding VRIF funds.</p>	<p>Enactment of HB1343 requires Council, in consultation with VRIC, to “establish guidelines, procedures, and objective criteria” for application and award of VRIF funds.</p>	<p>In April, SCHEV staff initiated:</p> <ul style="list-style-type: none"> -a review of policies and processes of various relevant grantors; and -an outline to inform preliminary development of guidelines, procedures and criteria. 	<p>TBD in consultation with VRIC (target = RFP issued in Fall '16; awards in January '17)</p>

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