

## ***A Commitment to Preparing Every Graduate for Success in Life***

### ***Consideration Items for Boards of Visitors***

#### **PREPARE STUDENTS FOR HIGH DEMAND JOBS IN VIRGINIA**

- ☐ Accelerate decisions around programs of study, staffing, and other resource allocations using actionable labor market information that can be found in the six-year plan data fact packs and through the Virginia Office of Education Economics (VOEE)
- ☐ Prioritize resources toward in-demand career fields and discontinue poor-performing programs that are not serving students or the Commonwealth well, are not aligned to economic regional demands, or are not producing graduates who are valued by employers (determined by average state wage by program of study)
- ☐ Build pathways into high-demand jobs through career exploration and guidance and exposure, including internships
- ☐ Publish outcomes on the institution's website (including, but not limited to, graduation by program and credential, semesters/years to earn credential, job attainment by program of study and if in the field studied, and wages (at one year, 5 years, and 10 years)).

#### **PROMOTE A VIBRANT, SAFE, AND HEALTHY CAMPUS**

- ☐ Review, revise, and enforce code of conduct policies to support a vibrant and safe learning environment, incorporating best practices highlighted by the Office of the Attorney General
- ☐ Continue to fine-tune and implement the Free Speech/Intellectual Diversity/Civil Discourse Action Plans and partner with outside organizations and nonprofits to support this work, ensuring public safety is part of these discussions and the final action plans
- ☐ Review all plans for annual training of staff, faculty, and students around codes of conduct, the consequences for breaking policies or procedures, and the consistent application of those consequences; review data around protests, disruptions, and any resulting disciplinary consequences at every board meeting
- ☐ Ensure Public Safety leadership provides an update on the security of the campus at every board meeting; ensure all threat assessments and security plans are reviewed regularly and up to date
- ☐ Advocate for continued investments in wellbeing and mental health that produce positive impact
- ☐ Collect data on foreign gift reporting and citizens from foreign adversaries that serve as staff and faculty to guard against foreign influence by adversarial governments; review this data on a biannual basis at a board meeting
- ☐ Explore whether the existing faculty tenure structure is serving the Commonwealth appropriately; consider changing the tenure process to reinforce cost savings and diversity of ideas on campus
- ☐ Identify opportunities to integrate required civics learning into students' core education and student life experiences
- ☐ Collaborate with foundations to implement policies that prohibit investment decisions based on subjective non-pecuniary factors

Implement Council of Presidents best practices for board governance; empower boards to work respectfully with the administration but hold management accountable (i.e., noses in, fingers out)

#### **MAINTAIN AFFORDABILITY AND REDUCE THE COST OF HIGHER EDUCATION**

- ☐ Review budgets thoroughly to keep costs as low as possible and ensure greater efficiencies, including:
  - Provide greater oversight of overhead expenditures, with a focus on those with little or no evidence of improved student outcomes, and assess opportunities for decreasing operating expenses
  - Limit new capital builds in anticipation of future enrollment declines and use labor market demand information to guide program modifications or closure
  - Collect data on DEI expenditures and provide greater public transparency related to DEI spending
  - Explore cost savings through technology, innovative curriculum (3-year bachelor's degrees and competency-based learning), alternative delivery methods (hybrid and online), shared services and other partnerships, and procurement oversight
- ☐ Limit tuition and fee increases beyond the ceiling established in the FY 25-26 biennium budget
- ☐ Explore opportunities to obtain more research funds for research-focused institutions

#### **BUILD THE COLLEGE AND CAREER READY PIPELINE IN PARTNERSHIP WITH K-12 SCHOOL DIVISIONS**

- ☐ Actively review and approve admissions policies every year no later than early spring; ensure merit and readiness for success in the institution are the highest determinant of admission
- ☐ Assess reestablishing college readiness scores as a prerequisite to undergraduate admission
- ☐ Build and expand “pathways programs” with neighboring school divisions to work with traditionally under-represented populations earlier in their academic careers so that they have exposure to the campus, students and faculty; build tutoring and mentoring programs and partnerships with school divisions to better prepare these populations to be admitted on merit to the college
- ☐ Prioritize internships and other work-based learning opportunities for all students
- ☐ Establish, strengthen, and ensure the long-term viability of Virginia’s lab schools
- ☐ Consider aggressive recruitment of talented students from outside of Virginia as well as Virginia high school graduates
- ☐ Prioritize efforts to keep college graduates in the Virginia workforce through building effective career pathways, internship programs, and job placement opportunities