

Continued Discussion of Draft Goals of the Statewide Strategic Plan for Virginia Higher Education

SCHEV Council

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**STATE COUNCIL OF HIGHER
EDUCATION FOR VIRGINIA**

Objectives for Today

- 1. Review statutory requirements for strategic plan development.**
- 2. Share emergent themes from Council and Stakeholder surveys (used to shape draft goal concepts).**
- 3. Discuss draft goals, objectives and strategies.**

Council's Statutory Responsibility

Develop a statewide strategic plan, per statute, for higher education that seeks to address critical issues and:

Reflects

statutory goals
for higher
education in the
Commonwealth

(§ 23.1-301 - Top Jobs Act of 2011
and § 23.1-1002 - public institution
goals).

Identifies

a coordinated
approach to
such state and
regional goals.

Emphasizes

the future needs
for higher
education in
Virginia.

Council Survey Responses – Emergent Themes

<u>Virginia Higher Education Issues</u>	<u>Virginia Issues</u>
Talent development and retention (e.g. work-based learning, employer engagement, alternative student pathways).	Talent development and retention (e.g. outmigration, graduate preparedness, barriers to participation).
Relevance of higher education and return on investment (relevance to high school graduates, employers' talent needs, research/innovation as an economic engine).	Economy (jobs, inflation, federal policy and funding changes).
Affordability and access (tuition and fees, student educational pathways).	Societal and cultural dynamics (e.g., mental health, political polarization, declining confidence in institutions).
Declining enrollment (demographic cliff, business model of higher education).	Technological innovation and disruption (e.g. artificial intelligence advancements).
Higher education funding (federal, state and institutional funding models).	Notes: Highlighted text = Leading issue (from Council and stakeholder survey responses) which higher education can play a significant role in addressing.
Civil discourse, civic education and civic engagement.	

Terminology Used

GOALS = What, in broad terms, Virginia should strategically seek to achieve in and via higher education to advance/thrive over the next six years.

OBJECTIVES = Why the goals are important to Virginia and on what critical foci the goals should strategically target.

STRATEGIES = How, in specific terms, Virginia should proceed to meet the plan's objectives and ultimately achieve its overarching theme and goals.



Goal Concepts and Related Themes

Overarching theme: TALENT (access, pathways, development, retention and employment in Virginia)

Goal 1 - READY: Objectives related to *students'* readiness

Goal 2 - RESPONSIVE: Objectives related to *institutions'* responsiveness

Goal 3 - RELEVANT: Objectives related to *higher education's* pertinence and value

Undergirding principle - RESILIENT

Goal Concept One: Ready

Vision tbd - Talent (access, pathways, development, retention and employment in Virginia)

<u>VA Higher Ed Goal Concept & Objectives</u>	<u>Potential Strategies</u>
Goal 1: READY Objectives related to <i>students' readiness</i> <ol style="list-style-type: none">1. To learn (college readiness)2. To work (career readiness)3. To contribute (civic discourse, civic engagement)4. To lead (civic leadership, workplace leadership, innovation)	<p>1.1. Establish formal feedback loops between SCHEV, institutions and VDOE regarding college readiness. Topics include math, reading, soft skills, life skills, career exploration and how SOLs relate to work/careers.</p> <p>1.2. Increase collaboration between Virginia K-12 schools, higher education institutions and employers to improve alignment, eliminate disjointed pathways and enhance career-focused education and work-based learning (e.g., apprenticeships, internships, and certifications in high-demand fields).</p> <p>1.3 Incorporate service-learning opportunities, civic education and leadership development into the Virginia college experience – what it means to be part of a community and what it means to lead a group of diverse individuals with a shared mission/objective.</p>

Goal Concept Two: Responsive

Vision tbd - Talent (access, pathways, development, retention and employment in Virginia)

<u>VA Higher Ed Goal Concept & Objectives</u>	<u>Potential Strategies</u>
<p>Goal 2: RESPONSIVE</p> <p>Objectives related to <i>institutions' responsiveness</i></p> <ol style="list-style-type: none">1. To industry, labor market and regional economy needs2. To student needs (e.g. mental health, basic needs, alternative pathways)3. To Virginians' needs (funding models, organizational efficiencies and accountability, demographic changes)4. To societal and cultural dynamics (e.g. political polarization and declining confidence in insts)	<p>2.1.a. Foster sustainable industry partnerships to co-develop training and credentialing programs and integrate AI literacy and ethics courses into all academic programs.</p> <p>2.1.b. Encourage institution development of agile, responsive, student-centered curriculum policies and audits for faster adaptation to industry shifts.</p> <p>2.2 Expand mental health training and services as well as basic need supports to students, faculty and staff.</p> <p>2.3 Create innovative funding options and a "rainy day fund" for financial stability; set tuition locks; funding based on student outcomes; establish tuition promise institutions AND increase outreach and supports to non-traditional students (e.g. adult learners, military, incarcerated, etc.)</p>

Goal Concept Three: Relevant

Vision tbd - Talent (access, pathways, development, retention and employment in Virginia)

<u>VA Higher Ed Goal Concept & Objectives</u>	<u>Potential Strategies</u>
Goal 3: RELEVANT Objectives related to <i>higher education's</i> pertinence and value <ol style="list-style-type: none">1. To students – sense of belonging/access (e.g. male enrollment, low income and under-represented)2. To students/families (affordable and alternative pathways)3. To taxpayers (return on investment)	<p>3.1. Implement communication campaign on the value of Virginia higher ed; expand access programming (i.e., GEAR Up to non-Title 1 schools and Level Up resources including FAFSA completion, college advising and career coaches for K-12 and college students) as well as enhance the college application process for Virginians.</p> <p>3.2.a. Improve transparency to students and families: Provide cost transparency and more consistent financial aid award information and education earlier in the college decision-making process. Include potential debt vs. Income post-completion.</p> <p>3.2.b. Emphasize/incentivize non-traditional approaches: Credit for prior learning/experience; stackable credentials as package toward completion; consider 3-year degree pathways and transfer agreements for high school dual enrollment courses.</p> <p>3.3. Provide scorecards on institutions' college outcomes and return on investment to include: job growth from local graduates and the economic impact of institutions. Consider different metrics for 2-year and 4-year institutions.</p>

Next Steps

- 1. Incorporate Council feedback into revised goal concepts, objectives and strategies.**
- 2. Host additional input sessions across VA on Council-refined goal concepts and supporting strategies.**
- 3. Present revised goals, objectives, strategies and draft vision at July Council meeting.**