

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. Summarize emergent themes from Council and Stakeholder surveys (used to shape draft goal concepts).**
- 3. Identify modifications since May.**
- 4. Discuss refined goals, objectives, strategies and vision.**

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>
<i>Talent development and retention (e.g., work-based learning, employer engagement, alternative student pathways).</i>	<i>Talent development and retention (e.g., outmigration, graduate preparedness, barriers to participation).</i>
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: <i>Italicized text</i> = 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

Draft Vision Statement - *The Virginia Plan for Higher Education: The Brightest Talent and the Best Education by 2032.*

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

Draft Vision Statement - The Virginia Plan for Higher Education: The Brightest Talent and the Best Education by 2032.

<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 (postsecondary education readiness)2. To work (employment/career readiness)3. To contribute (civil discourse, civic knowledge)4. To lead (civic leadership, workplace leadership, innovation)	<ol style="list-style-type: none">1.1. Establish formal partnerships between VDOE, SCHEV and institutions to align exit and entry standards regarding college readiness. Topics include academic skills, soft skills, life skills, career exploration and SOL alignment to work/careers.1.2. Increase collaboration and commitments between Virginia K-12, post-secondary institutions and employers to improve alignment and enhance career readiness via career-focused education and work-based learning (e.g., certifications in high-demand fields, apprenticeships and internships.)1.3. Incorporate civic knowledge, civil discourse, service-learning opportunities and leadership development into the Virginia college experience – what it means to be part of a community and what it means to lead in an environment of diverse perspectives.

Goal Concept Two: Responsive

Draft Vision Statement - The Virginia Plan for Higher Education: The Brightest Talent and the Best Education by 2032.

<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 student needs (mental health, basic supports, alternative pathways, etc.)2. To industry needs (technological and other innovations), alignment to labor market needs and regional economies.3. To Virginians' needs (higher ed finance, demographic changes)4. To societal and cultural needs (research and innovation, political polarization and declining confidence in institutions)	<p>2.1 Expand mental health training and services as well as basic need supports to students, faculty and staff.</p> <p>2.2.a. Foster sustainable industry partnerships to co-develop training, re-skilling, work-based learning and credentialing programs and integrate technological literacy and ethics, especially regarding AI and other advancing technologies, into the college experience.</p> <p>2.2.b. Encourage institution development of agile, responsive, student-centered curriculum policies and audits for faster adaptation to industry shifts.</p> <p>2.3.a. Champion innovative funding strategies and efficiencies (e.g., enrollment and infrastructure management) that support affordable access to public higher ed.</p> <p>2.3.b. Increase outreach and supports to engage and retain non-traditional students (e.g., adult learners, military, incarcerated, etc.)</p> <p>2.4. Establish new and strengthen existing innovation ecosystems around research conducted by Virginia universities to commercialize research discoveries that address societal needs and advance entrepreneurship and startup formation.</p>

Goal Concept Three: Relevant

Draft Vision Statement - The Virginia Plan for Higher Education: The Brightest Talent and the Best Education by 2032.

<u>VA Higher Ed Goal Concept & Objectives</u>	<u>Potential Strategies</u>
<p>Goal 3: RELEVANT</p> <p>Objectives related to <i>higher education's</i> pertinence and value</p> <ol style="list-style-type: none">1. To students – sense of belonging/access (males, low income and under-represented)2. To students/families (affordable and alternative pathways)3. To Virginians (the broad value of Virginia higher ed, its efficiency and effectiveness)	<p>3.1. Implement a cross-sector communication campaign on the value of Virginia higher ed that links existing resources for ease of use; expand access programing (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 scholarship information, and education earlier in the college decision-making process.</p> <p>3.2.b. Promote non-traditional pathways toward credential completion: Credit for prior learning/experience; stackable credentials as package toward completion; consider 3-year degree pathways and transfer agreements for high school dual enrollment and advanced placement courses.</p> <p>3.3. Improve transparency to Virginians on institutions' outcomes and return on investment including graduate employment rates and the economic impact of institutions.</p>

Next Steps

- 1. Present revised goals, objectives, strategies and vision for Council's endorsement at the September Council meeting.**
- 2. Write and publish the Plan, upon Council endorsement of the Plan's framework.**