

Strategic Plan
(2012-2014 Version 1)

State Council of Higher Education for Virginia (245)
Agency Plan

Mission Statement

The State Council of Higher Education for Virginia (SCHEV) advocates and promotes the development and operation of an educationally and economically sound, vigorous, progressive, and coordinated system of higher education and leads state-level strategic planning and policy development and implementation based on research and analysis.

Vision Statement

The State Council of Higher Education enhances Virginia's already-robust and vigorous higher education system by bringing the institutions together to collectively serve the goals, needs, and interests of the Commonwealth in a way that recognizes, utilizes, and maximizes the distinctive mission of each college and university. The State Council is committed to ensuring that each institution performs at the highest possible level in terms of quality of instruction and service to students, while fostering an environment of creative contributions through research and public service.

Values

Information Technology

Current Operational IT Investments

At this time, the agency anticipates that all current operational IT investments will continue to meet agency business needs in the foreseeable future, and will not need enhancement or additional investment.

Factors Impacting the Current Agency IT

At this time, the agency is not aware of any external factors, requirements or mandates that will require IT investments by the agency in the foreseeable future.

Proposed IT Solutions

At this time, the agency does not have any proposed IT solutions that will support agency strategic objectives, service area strategic objectives, Commonwealth, enterprise, or secretariat level strategic priorities, agency performance measures, or societal indicators.

Financial Overview

The State Council of Higher Education has a total budget in FY 2014 of approximately \$90.4 million. Of this amount, \$81 million (89.6 percent) comes from the general fund. The remainder comes from a combination of federal and other sources.

Of the general fund amount, about \$69.5 million is for direct student financial assistance, including \$1.65 million for the Two-Year College Transfer Grant program. Another \$1.85 million is provided for the Virginia Military Survivors and Dependents program, which provides an annual stipend of up to \$1,800 to offset the costs of room, board, books and supplies for qualified survivors and dependents of military service members.

Also from the general fund, \$7.4 million is provided to support the Virtual Library of Virginia (VIVA) project, and \$308,000 is provided to support Virginia Women's Institute for Leadership at Mary Baldwin College.

Of the \$90.4 million annual budget total, only about \$4.1 million goes to support agency operations (staff salaries and fringe benefits, supplies and materials, contractual services, equipment, travel, rent, etc.).

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	75,201,949	11,134,795	75,201,949	11,134,795
Changes to Base	2,688,128	-1,709,289	5,782,128	-1,709,289
Total	77,890,077	9,425,506	80,984,077	9,425,506

Agency Goals

- Serve as the Commonwealth's coordinating agency for higher education, with particular focus on academic, fiscal, and facility planning.

Goal Summary and Alignment

SCHEV's primary mission is to promote the continuous improvement of the Commonwealth's nationally recognized higher education system through supporting the individual missions of the institutions while considering the needs and goals of the Commonwealth as a whole. Recent legislation clearly defines the educational goals and objectives that SCHEV and the institutions must address. Many of the duties and activities inherent in this goal are codified in Virginia law (see Agency Background Information, Statutory Authority in this report). This goal is consistent with SCHEV's mission to promote the development and operation of a sound, vigorous, progressive, and coordinated system of higher education. Ultimately, the responsibility for planning and execution of these duties and responsibilities rests with the Council itself.

Long Term Goal

Elevate the levels of educational preparedness and attainment of our citizens.

Societal Indicator: Educational Attainment

Objectives for this Agency Goal

Objective

Facilitate the strategic management of Virginia's system of higher education system.

Description

The agency's first objective is to promote strategic management through SCHEV's leadership of key constituencies, thereby creating a comprehensive strategic plan for Virginia's higher education system that harnesses multiple resources and that: 1) meets student needs and the Commonwealth's vital interests; 2) promotes the effective coordination of systemwide and institutional academic, financial, and enrollment plans; and 3) serves as a catalyst for policy implementation and collaboration.

The 2011 General Assembly unanimously passed the "Preparing for the Top Jobs of the 21st Century: Virginia Higher Education Opportunity Act" (TJ21 or Top Jobs Act), which reflected the recommendations of Governor McDonnell's Commission on Higher Education Reform, Innovation and Investment. This landmark legislation represents some of the largest and most ambitious changes in public higher education since the creation of the community college system almost fifty years ago. TJ21 places additional duties and responsibilities on the State Council and on the agency staff.

Three examples include:

- (a) A new funding model is created, and SCHEV is charged with calculating the "cost of education" and in the institutional peer-group process that yields the 60th-percentile faculty salary target for each institution and all public institutions as a group.
- (b) A new six-year institutional planning process -- reflecting the goals of TJ21 -- is created, and the SCHEV director is a member of the state-government (executive and legislative branch) group that reviews the institutional plans, meets with the institutional leaders to discuss the plans, and provides the institutions with comments and feedback on their plans.
- (c) A new Higher Education Advisory Committee is created to develop and/or review a number of initiatives and activities; the State Council has a member on the committee (the Council has designated the SCHEV director); agency staff are named as the support staff to the committee for most of its work; and the State Council is charged with reviewing the recommendations of the committee and offering recommendations based on the committee's to the Governor and General Assembly for most of the committee's activities.

Objective Strategies

- Develop the roadmap and funding model to support policies established in the Higher Education Opportunity Act in order to enable the Governor and the General Assembly to base the biennial budget on the new funding model and policies, thereby aligning ongoing higher education investment with the reform and innovation objectives of the Higher Education Opportunity Act.

Objective

Advocate the interests of Virginia higher education

Description

We strive to advocate the interests of Virginia higher education by: 1) communicating higher education interests through research-based reports, public briefings and hearings, and electronic and other communication devices; 2) preparing and presenting testimony on pending legislation affecting higher education, particularly regarding State Council priorities (e.g., access, affordability, transfer and articulation, research, etc.) that results in adoption or rejection of SCHEV advocacy principles; and 3) developing

empirically-based resource allocation models to determine the adequacy of the existing funding structure of higher education in Virginia (e.g., base operating adequacy, faculty salary benchmarks, capital outlay space needs assessment, etc.). Further, SCHEV advocates the interest of Virginia higher education by presenting formal funding recommendations to the Governor and General Assembly based on the results of these models.

Objective Strategies

- Develop the roadmap and funding model to support policies established in the Higher Education Opportunity Act in order to enable the Governor and the General Assembly to base the biennial budget on the new funding model and policies, thereby aligning ongoing higher education investment with the reform and innovation objectives of the Higher Education Opportunity Act.

Objective

Develop system capacity.

Description

We strive to develop system capacity by producing college and university enrollment projections that are proven consistent with institutional six-year plans and performance measure responses.

Objective Strategies

- Enhance the six-year planning and review process to assist state-level and institutional-level determinations regarding higher education policies.

Objective

Advance non-public postsecondary education in the Commonwealth through the effective and efficient regulation of certain private and all out-of-state institutions.

Description

We strive to effectively and efficiently regulate: (1) all for-profit postsecondary entities; (2) all new non-profit postsecondary entities; and (3) all out-of-state postsecondary entities that seek to operate (initially and continually) in the Commonwealth.

Objective Strategies

- Review non-public postsecondary educational entities' initial and continued eligibility to operate in the Commonwealth.

- Maximize higher education access and affordability for all qualified citizens.

Goal Summary and Alignment

SCHEV is committed to supporting the investment of higher education funds so as to maximize the benefits of financial resources for all students seeking postsecondary education. In addition, SCHEV supports policies that optimize the effective use of financial resources to minimize costs to students.

Long Term Goal

Be a national leader in the preservation and enhancement of our economy.

Societal Indicator: Educational Attainment

Elevate the levels of educational preparedness and attainment of our citizens.

Societal Indicator: Educational Attainment

Objectives for this Agency Goal

Objective

Maximize higher education access and affordability for all qualified citizens.

Description

We strive to maximize access and affordability through: (a) the administration of need-based and nonneed-based financial aid programs; and (b) identification of and reporting on the impacts of educational-costs increases on student financial need.

Objective Strategies

- Advocating for increased allocations to support needy students in Virginia's public and private nonprofit institutions of higher education.

Objective

Maximize educational options.

Description

Through administration of the Tuition Assistance Grant (TAG) program, we strive to ensure that financial aid provides Virginia's students with the ability to consider private institutions.

Objective Strategies

- Advocate for increased allocations to support larger per-student awards for qualifying Virginia residents attending eligible private, nonprofit institutions of higher education in the Commonwealth.

Objective

Maximize allocation of available funds to qualified students for financial assistance.

Description

Through administration of appropriations for "regional financial assistance for education," we strive to assist students who: (a) attend colleges of optometry; and (b) participate in the Southern Regional Education Board (SREB) minority doctoral scholars program.

Objective Strategies

- Awarding all available funds to eligible students.

- Recommend policies that maintain, if not enhance, financial assistance for E&G (Educational and General) programs.

Goal Summary and Alignment

SCHEV remains committed to positioning Virginia's higher education system at the forefront of American higher education through continuous support for strong Education and General services. Such focus ensures the highest quality of education for Virginians regardless of the college or university attended.

Long Term Goal

Be a national leader in the preservation and enhancement of our economy.

Societal Indicator: Educational Attainment

Elevate the levels of educational preparedness and attainment of our citizens.

Societal Indicator: Educational Attainment

*Objectives for this Agency Goal***Objective**

Enhance the visibility of Virginia's outstanding faculty.

Description

We strive to enhance the visibility of Virginia's outstanding faculty through our administration of the Virginia Outstanding Faculty Awards (OFA) program, which is privately funded by the Dominion Foundation.

Objective Strategies

- Advocating for the award program and for the outstanding faculty at Virginia's public and private colleges and universities.

- Coordinate and enhance the federal programs that support Virginia's postsecondary education system.

Goal Summary and Alignment

The purpose of the "No Child Left Behind Act of 2001, Title II, Part A, Improving Teacher Quality State Grants," is to increase the

academic achievement of all students by helping schools and school districts improve teacher and principal quality and ensure that all teachers are highly qualified. SCHEV is responsible for competitively administering federal grants to institutions of higher education that partner with local school districts to support this purpose. This goal is consistent with SCHEV's mission to promote the development and operation of an educationally and economically sound, vigorous, progressive, and coordinated system of higher education.

Long Term Goal

Elevate the levels of educational preparedness and attainment of our citizens.

Societal Indicator: Educational Attainment

Objectives for this Agency Goal

Objective

Administer annual No Child Left Behind (NCLB) Act federal grants efficiently, in accordance with federal requirements.

Description

We strive to efficiently administer this federal grant program, which seeks to improve the quality of teachers and principals in grantee-selected schools.

Objective Strategies

- Ensure that awardees use pass-through funds efficiently and in accordance with federal requirements.

- Maximize productivity through the efficient use of resources.

Goal Summary and Alignment

SCHEV's fifth goal is to maximize productivity through the efficient and effective use of resources in the administration of the agency's budget and finance functions, while adhering to all applicable state laws and regulations.

Long Term Goal

Be a national leader in the preservation and enhancement of our economy.

Societal Indicator: Government Operations

Be recognized as the best-managed state in the nation.

Societal Indicator: Government Operations

Objectives for this Agency Goal

Objective

Enhance the six-year planning and review process to assist state-level and institutional-level determinations regarding higher education policies.

Description

We strive to be efficient and effective in our use of resources in the administration of the agency's budget and finance, human relations, and facilities management functions.

Objective Strategies

- Enhance the productivity and efficiency of state government operations.

Programs and Service Areas for Agency

- 10810: Scholarships
- 10813: Regional Financial Assistance for Education
- 11001: Eminent Scholars
- 11009: Outstanding Faculty Recognition
- 11104: Higher Education Coordination and Review

- 11105: Regulation of Private and Out-of-State Institutions
- 11201: Higher Education Federal Programs Coordination
- 17117: Early Awareness and Readiness Programs

Customers

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Taxpayer	Taxpayers and Citizens	8,001,024	8,466,864	Increase
State Agency(s),	Council Members	13	13	Stable
Higher Education Institutions	Colleges, Universities, and Proprietary Schools	300	300	Stable
Higher Education Students	Students	539,025	636,000	Increase
General Assembly	Governor and General Assembly	141	141	Stable

Key Risk Factors

The key risk factors most likely to impact the agency over the next four years are factors related to funding and workload, and to the interplay of the two. As the economy and state revenues have improved, funding for SCHEV activities has begun to stabilize. Rebounding from multiple years of budget cuts that significantly reduced the agency's operating budget, SCHEV is now in a better position to plan for and execute procurement of supplies, materials, and equipment, funding of staff professional development and work-related travel, and contracting for certain services. Given the challenges for higher education created or exacerbated by the Great Recession, uncertainties regarding funding impact the Council's ability to respond to these challenges and chart the agency's course. The Council's efforts are complicated by a changing and growing agency workload. The number and complexity of the agency's legislatively-mandated responsibilities expanded in recent years, without a corresponding increase in staffing. As a result, the Council and its staff continue to explore ways to focus agency human and fiscal resources more strategically in an effort to mitigate current and future risks.

Products and Services

As a coordinating body, SCHEV serves as a reliable source of accurate data, objective information, and policy expertise to elected and appointed officials, students, families, colleges and universities, media, and the public. SCHEV's statutory authorities and responsibilities include:

- o Development of a statewide strategic plan for higher education (next plan in 2014);
- o Policy guidance and recommendations to the Governor and General Assembly regarding capital and operating budget planning, faculty salaries, college/university equipment and technology needs, performance and innovation incentive funding, and financial aid;
- o Approval of various academic matters at public colleges/universities, such as new mission statements, degree levels, degree programs, and certain organizational changes;
- o Review and potential discontinuance of public-institution degree programs deemed to be unproductive and/or unnecessarily duplicative;
- o Certification of public institutions' performance on various education-related state goals and measures;
- o Provision of advisory services to private, nonprofit institutions;
- o Review and approval of public and private institutions' enrollment projections;
- o Regulation of proprietary and out-of-state postsecondary entities that seek to begin or continue operating in Virginia;
- o Oversight of the Commonwealth's need-based and non-need-based student financial aid programs;
- o Provision of educational training programs for new appointees to public institutions' governing boards;
- o Maintenance of publicly-accessible data system containing vast amounts of longitudinal information; and
- o Administration of various federal grants.

Trends

Rankings & Customer Trends

The primary constituents of the State Council of Higher Education for Virginia are the Governor and executive-branch agencies, the General Assembly and its committees' staff, current and prospective students (and their families), colleges and universities, business and industry, the media, and the general citizenry of the Commonwealth. The Higher Education Opportunity Act of 2011 sets a statewide goal of 100,000 additional degrees by 2025; to facilitate this goal, the Governor and General Assembly have increased appropriations to higher education. As funding and student numbers increase, so do expectations for affordability, student success, and institutional performance. As the needs and expectations of SCHEV's varied constituency grow, expand, and evolve, the Council and its staff continually strive to effectively

and efficiently meet those demands. In 2013 the agency undertook a re-examination of its priorities and processes in order to best align itself with the expectations of its constituents and the needs of the Commonwealth.

Trend Name	Trend Area
Students	Increase
Aid-eligible Students	Increase
Per-student Funding	Decrease

Performance Highlights: Service Performance & Productivity Initiatives

The Council and its staff perform excellently SCHEV's responsibilities for: (a) developing calculations and recommendations regarding significant components of the higher education system; and (b) transmitting this mandated information in a useful and timely manner to the Governor and General Assembly. The agency performs similarly well in its responsibilities to project accurately future student enrollment and to advocate for funds for student financial aid and assistance.

Management Discussion & Analysis

Future Direction, Expectations, and Priorities

The future direction of the agency will be charted largely by the priorities of the Council, the goals of its statewide strategic plan, and evolving statutory responsibilities, namely: 1) coordinating Virginia's system of higher education; 2) aligning statewide enrollment demand with institutional enrollment projections; 3) providing guidance and oversight in the development and update of the six-year institutional plans required of the public institutions through the Higher Education Opportunity Act of 2011; and 4) making fiscal and policy recommendations to the Governor and General Assembly to ensure that the Commonwealth's needs for higher education are met consistently. It is SCHEV's goal to continue to efficiently and effectively serve as the Commonwealth's planning and coordinating agency for Virginia's system higher education. As a result, the Council undertook a review of agency responsibilities and processes in Summer 2013, with a goal of better aligning the agency with the needs of the Commonwealth. (This review was ongoing at the time this document was prepared.)

10810: Scholarships

Description

Activities in this service area are designed to ensure that state need-based assistance mitigates the financial barriers faced by Virginia's neediest students and to ensure the accuracy of projections for student financial need at public institutions. This service area also includes the administration of assigned financial aid programs as required by law.

Mission Alignment and Authority

Student financial aid programs administered by SCHEV amount to about \$70 million annually. Aid is a key component in developing an economically sound system of higher education.

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base**Current Customer Base**

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Higher Education Students	Financial Aid Recipients	88,000	88,000	Increase
Higher Education Institutions	Eligible Institutions	60	60	Stable

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

Products and Services

Factors Impacting the Products and/or Services

The addition of more duties without the addition of more support dilutes the agency's ability to service the institutions. The product's (financial aid's) impact on students is being reduced as costs continue to increase.

Anticipated Changes to the Products and/or Services

Increasing numbers of eligible students, coupled with the recent economic downturn, is resulting in significant additional demand for financial aid; if aid does not increase, then individual students will receive less than their demonstrated-need amounts.

Listing of Products and / or Services

Student Financial Aid (16 programs)

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	63,264,983	1,978,972	63,264,983	1,978,972
Changes to Base	3,120,649	-1,718,972	6,002,682	-1,718,972

Total	66,385,632	260,000	69,267,665	260,000
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Objectives for this Service Area

Objectives for this Service Area

Objective

Maximize higher education access and affordability for all qualified citizens.

Description

We strive to maximize access and affordability through: (a) the administration of need-based and nonneed-based financial aid programs; and (b) identification of and reporting on the impacts of educational-costs increases on student financial need.

Objective Strategies

- Advocating for increased allocations to support needy students in Virginia's public and private nonprofit institutions of higher education.

Alignment to Agency Goals

- Maximize higher education access and affordability for all qualified citizens.

Measures

- Amount of annual allocation of state funds for student financial aid.

Measure Class **Agency Key** Measure Type **Outcome** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Financial aid database

Objective

Maximize educational options.

Description

Through administration of the Tuition Assistance Grant (TAG) program, we strive to ensure that financial aid provides Virginia's students with the ability to consider private institutions.

Objective Strategies

- Advocate for increased allocations to support larger per-student awards for qualifying Virginia residents attending eligible private, nonprofit institutions of higher education in the Commonwealth.

Alignment to Agency Goals

- Maximize higher education access and affordability for all qualified citizens.

Measures

- Amount of annual TAG (Tuition Assistance Grant) appropriation per eligible student

Measure Class **Other Agency** Measure Type **Outcome** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Total appropriation for TAG undergraduate program divided by total participating undergraduate students

10813: Regional Financial Assistance for Education

Description

This service area provides student financial assistance for qualified students seeking degrees in disciplines not offered by Virginia public institutions.

Mission Alignment and Authority

This service area provides student financial assistance for qualified students seeking degrees in disciplines not offered by Virginia public institutions.

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base

The agency is unable to know how many applicants will seek to participate in these programs. The funds support up to four (4) students in Optometry degree programs; the SREB minority-doctoral funds will support up to nine graduates.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Higher Education Students	Students	13	13	Stable

Partners for this Service Area

Partner	Description
Southern Regional Education Board	The SREB operates the minority doctoral-scholars program; the agency facilitates Virginia's participation in the program.

Products and Services

Factors Impacting the Products and/or Services

Anticipated Changes to the Products and/or Services

Listing of Products and / or Services

Student Financial Assistance

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	190,000	0	190,000	0
Changes to Base	0	0	0	0
Total	190,000	0	190,000	0

Objectives for this Service Area

Objective

Maximize allocation of available funds to qualified students for financial assistance.

Description

Through administration of appropriations for "regional financial assistance for education," we strive to assist students who: (a) attend colleges of optometry; and (b) participate in the Southern Regional Education Board (SREB) minority doctoral scholars program.

Objective Strategies

- Awarding all available funds to eligible students.

Alignment to Agency Goals

- Maximize higher education access and affordability for all qualified citizens.

Measures

- Amount of available funds awarded annually to qualified applicants.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Financial aid database

11001: Eminent Scholars

Description

Attract and retain eminent scholars in Virginia's public colleges and universities.

Mission Alignment and Authority

The policy and procedures for this program were initially developed by SCHEV. Discontinued in 2011, for many years the program provided state matching funds for income from qualified endowments to attract and retain nationally prominent faculty.

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Higher Education Institutions	Public Colleges and Universities	17	17	Stable

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

Products and Services

Factors Impacting the Products and/or Services

Anticipated Changes to the Products and/or Services

Listing of Products and / or Services

Prior to being defunded, this program provided funding to attract and retain eminent faculty.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	1,707,499	0	1,707,499	0
Changes to Base	-1,707,499	0	-1,707,499	0
Total	0	0	0	0

Objectives for this Service Area

11009: Outstanding Faculty Recognition

Description

Enhance the visibility of Virginia's outstanding faculty.

Mission Alignment and Authority

SCHEV's mission is to promote the development and operation of an educationally and operationally sound, vigorous, progressive, and coordinated system of higher education. By periodically recognizing Virginia's outstanding postsecondary faculty, at no cost to the taxpayer, SCHEV improves the morale among our educators, thereby providing a positive workplace environment.

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
State Agency(s),	Eligible Public Institutions	17	17	Stable
Non-Profit Agency (Boards/Foundation),	Eligible Private Institutions	57	57	Stable

Partners for this Service Area

Partner	Description
Dominion Foundation	The foundation underwrites the awards (plaques and monetary gifts), the ceremony, and publicity.

Products and Services

Factors Impacting the Products and/or Services

Anticipated Changes to the Products and/or Services

Listing of Products and / or Services

Eleven (11) faculty awards annually

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	0	75,000	0	75,000
Changes to Base	0	0	0	0
Total	0	75,000	0	75,000

Objectives for this Service Area

Objectives for this Service Area

Objective

Enhance the visibility of Virginia's outstanding faculty

Description

We strive to enhance the visibility of Virginia's outstanding faculty through our administration of the Virginia Outstanding Faculty Awards (OFA) program, which is privately funded by the Dominion Foundation.

Objective Strategies

- Advocating for the award program and for the outstanding faculty at Virginia's public and private colleges and universities.

Alignment to Agency Goals

- Recommend policies that maintain, if not enhance, financial assistance for E&G (Educational and General) programs.

Measures

- Amount of annual private funding to support the program (program receives no state support).

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Private fund expenditures in CARS

11104: Higher Education Coordination and Review

Description

Serve as the Commonwealth's higher-education academic, fiscal, and facility planning and coordinating agency.

Mission Alignment and Authority

As set forth in the Code of Virginia, this service area is the cornerstone of SCHEV's mission.

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base

The total number of students currently enrolled in public, private (non-profit and for-profit), and out-of-state (operating in Virginia) institutions of higher education is approximately 512,000. We project this number to increase over the planning period to approximately 636,000 by 2016.

The U.S. Census Bureau estimates that Virginia's population will grow from 8,001,024 in 2010 to approximately 8,466,864 in 2015, an overall growth of just under six percent (5.82 percent).

The membership of the executive and legislative branches, set by the Virginia Constitution, is not expected to change nor is the size of the State Council.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Higher Education Students	Students	512,000	636,000	Increase
General Assembly	Governor and General Assembly	141	141	Stable
Taxpayer	Taxpayers and Citizens	8,001,024	8,466,864	Increase
State Agency(s),	Council Members	11	11	Stable
Higher Education Institutions	Public, Private, and Out-of-state Colleges, Universities, and Proprietary Schools	300	300	Stable

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

Products and Services

Factors Impacting the Products and/or Services

The agency's products and services may be impacted by:

- Executive and legislative initiatives
- General fund appropriations for operations
- Staff retention/turnover
- Ad hoc assignments
- Pending staff retirements.

Anticipated Changes to the Products and/or Services

Listing of Products and / or Services

State Wide Higher Education Strategic Plan Development; Performance Indicator Development; Operating Budget Recommendations; Capital Outlay Budget Recommendations; Academic Program Approval; Academic Program Productivity Review; Guidelines for Student-learning Assessment; Academic Site Approval; Approval of Mission Changes; Approval of New (Academic) Organizational Units at or above the Departmental Level; Articulation Agreement Facilitation; Private Institutional Approval/Certification; Financial Aid Administration (16 programs); Tuition and Fee Report; Full-Cost Report; Report on E&G Expenditures by Institution and Program; Administration of the Higher Education Equipment Trust Fund; Financial Feasibility Studies; Data Collection; Data Warehousing; Virginia Longitudinal Data System; Enrollment Projection Approval; Enrollment Demand Projections; Advisory Services; Board of Visitor Orientation/Training; Policy Discussions and Studies

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	10,039,467	1,441,007	10,039,467	1,441,007
Changes to Base	1,534,978	-1,001,007	1,746,945	-1,001,007
Total	11,574,445	440,000	11,786,412	440,000

Objectives for this Service Area

Objectives for this Service Area

Objective

Promote the strategic management of Virginia's system of higher education.

Description

We strive to coordinate Virginia's higher education system.

Objective Strategies

- Develop the roadmap and funding model to support policies established in the Higher Education Opportunity Act in order to enable the Governor and the General Assembly to base the biennial budget on the new funding model and policies, thereby aligning ongoing higher education investment with the reform and innovation objectives of the Higher Education Opportunity Act.

Alignment to Agency Goals

- Serve as the Commonwealth's coordinating agency for higher education, with particular focus on academic, fiscal, and facility planning.

Measures

- Total number of public institutions certified by SCHEV as having met all performance targets as defined in the Appropriation Act.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Number of institutions receiving certification from the State Council each year.

- Percent of on-time (by November 1) transmissions of "cost of education" calculations to the Governor, General Assembly, and public colleges and universities.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Letter of transmittal and/or report to executive, legislative, and institutional leaders dated on or before November 1 each year.

- Percent of Council recommendations transmitted to Governor and General Assembly in a timely manner (within three months) following receipt of recommendations from Higher Education Advisory Committee

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Comparison of date of receipt of Advisory Committee recommendations to date of transmittal of corresponding Council

recommendations to executive and legislative leaders.

Objective

Advocate the interests of Virginia higher education.

Description

We strive to advocate the interests of Virginia higher education by: 1) communicating higher education interests through research-based reports, public briefings and hearings, and electronic and other communication devices; 2) preparing and presenting testimony on pending legislation affecting higher education, particularly regarding State Council priorities (e.g., access, affordability, transfer and articulation, research, etc.) that results in adoption or rejection of SCHEV advocacy principles; and 3) developing empirically-based resource allocation models to determine the adequacy of the existing funding structure of higher education in Virginia (e.g., base operating adequacy, faculty salary benchmarks, capital outlay space needs assessment, etc.). Further, SCHEV advocates the interest of Virginia higher education by presenting formal funding recommendations to the Governor and General Assembly based on the results of these models.

Objective Strategies

- Develop the roadmap and funding model to support policies established in the Higher Education Opportunity Act in order to enable the Governor and the General Assembly to base the biennial budget on the new funding model and policies, thereby aligning ongoing higher education investment with the reform and innovation objectives of the Higher Education Opportunity Act.

Alignment to Agency Goals

- Serve as the Commonwealth's coordinating agency for higher education, with particular focus on academic, fiscal, and facility planning.

Measures

- Average number of hours between receipt and completion of Legislative Action Summaries (LASs) and Fiscal Impact Statements (FISs) that are relevant to the agency and do not represent conflicts of interest.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Receipt and completion dates are tracked by the agency's government relations director

- Percent of staff budget recommendations, based on resource allocation models, presented to the State Council each September for final action each October.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Council Agenda Book.

Objective

Develop system capacity.

Description

We strive to develop system capacity by producing college and university enrollment projections that are proven consistent with institutional six-year plans and performance measure responses.

Objective Strategies

- Enhance the six-year planning and review process to assist state-level and institutional-level determinations regarding higher education policies.

Alignment to Agency Goals

- Serve as the Commonwealth's coordinating agency for higher education, with particular focus on academic, fiscal, and facility planning.

Measures

- Percent of enrollment projections that are accurate.

Measure Class Measure Type Preferred Trend Frequency

Data Source and Calculation

Institutionally-submitted annual unit record enrollment reports. Calculated as number of accurate projections divided by total number of projections.

Objective

Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Description

We strive to be efficient and effective in our use of resources in the administration of the agency's budget and finance, human relations, and facilities management functions.

Objective Strategies

- Enhance the productivity and efficiency of state government operations.

Alignment to Agency Goals

- Maximize productivity through the efficient use of resources.

Measures

- Percent of compliance (annually) with the Small Purchase Charge Card (SPCC) program. Maximized compliance with SPCC requirements maximizes the associated cost savings for the Commonwealth.

Measure Class **Productivity** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Data are available weekly and monthly in the Commonwealth Accounting and Reporting System (CARS), maintained by the Department of Accounts. Calculation represents the ratio of on-time payments to all payments each fiscal year.

- Percent of vendor invoices paid on or before the "required payment due date" (as defined in Virginia's Prompt Payment Statutes) annually.

Measure Class **Productivity** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Data are available weekly and monthly in the Commonwealth Accounting and Reporting System (CARS), maintained by the Department of Accounts. Calculation represents the ratio of on-time payments to all payments each fiscal year.

11105: Regulation of Private and Out-of-State Institutions

Description

To advance postsecondary education (non-public) in the Commonwealth and to ensure consumer-protection of our citizens through the regulation of private and out-of-state institutions.

Mission Alignment and Authority

By monitoring the legitimacy and viability of non-profit, for-profit, and out-of-state institutions operating in the Commonwealth, SCHEV's expands the educational opportunities for all of the citizens of the Commonwealth. This activity is a major component of SCHEV's goal to maximize higher education access and affordability.

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base

The number of private and out-of-state institutions regulated by the agency changes throughout the year as new institutions/schools seek certification to operate in the Commonwealth and as others close, move, lose certification, or become exempt.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Organization	Non-public Institutions and Schools	280	280	Stable

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

Products and Services

Factors Impacting the Products and/or Services

Factors that impact the agency's ability to provide certification, renewal, and suspension/revocation services include the number of applications received for initial certification each year, the number of postsecondary educational entities eligible to have their certifications renewed each year, and the number of such entities audited by the agency and found to be seriously deficient each year, thereby warranting suspension or revocation of their certifications. Some suspensions/revocations result from student complaints, the volume of which can also impact the agency's provision of these services as SCHEV is legally obligated to investigate all written complaints.

Anticipated Changes to the Products and/or Services

Revisions to the related Virginia regulations are under review as of mid-2012, but these revisions will not significantly change the agency's provision of these services.

Listing of Products and / or Services

Institutional certifications, renewals, and suspensions/revocations

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	0	960,366	0	960,366
Changes to Base	0	9,683	0	9,683
Total	0	970,049	0	970,049

Objectives for this Service Area

Objectives for this Service Area

Objective

To advance postsecondary education (non-public) in the Commonwealth through the effective and efficient regulation of certain private and all out-of-state institutions.

Description

We strive to effectively and efficiently regulate: (1) all for-profit postsecondary entities; (2) all new non-profit postsecondary entities; and (3) all out-of-state postsecondary entities that seek to operate (initially and continually) in the Commonwealth.

Objective Strategies

- Review non-public postsecondary educational entities' initial and continued eligibility to operate in the Commonwealth.

Alignment to Agency Goals

- Serve as the Commonwealth's coordinating agency for higher education, with particular focus on academic, fiscal, and facility planning.

Measures

- Number of processing days until our formal response to applicants' initial requests for certification to operate in Virginia.

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

Data to support this initiative is collected in the Private and Out-of-State Postsecondary Education (POPE) database. Each application is tracked from the date it is logged into the database.

11201: Higher Education Federal Programs Coordination

Description

The purpose of the "No Child Left Behind Act of 2001, Title II, Part A, Improving Teacher Quality State Grants," is to increase the academic achievement of all students by helping schools and school districts improve teacher and principal quality and ensure that all teachers are highly qualified. SCHEV is responsible for competitively administering federal grants to institutions of higher education that partner with local school districts to support this purpose. This goal is consistent with SCHEV's mission to promote the development and operation of an educationally and economically sound, vigorous, progressive, and coordinated system of higher education.

Mission Alignment and Authority

Via this federal grant program, SCHEV assists in improving secondary-school teacher and principal quality, which improves the preparation that Virginia youth receive for postsecondary education. Therefore, students can achieve more, and fewer resources are expended on remedial education, which renders the higher-education system more educationally and economically sound (which is central to SCHEV's mission).

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base**Current Customer Base**

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Taxpayer	Taxpayers and Citizens	8,001,024	8,466,864	Increase

Partners for this Service Area

Partner	Description
<i>No partners currently entered in plan</i>	

Products and Services

Factors Impacting the Products and/or Services

Factors that impact the grant awards include the number of applications, the amount of funds sought by the applicants, and the amount of funds available to make awards.

Anticipated Changes to the Products and/or Services

No changes are anticipated in the program in 2012.

Listing of Products and / or Services

Grant awards to applicants to improve teacher and principal quality.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	0	3,679,450	0	3,679,450
Changes to Base	0	1,001,007	0	1,001,007

Total	0	4,680,457	0	4,680,457
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Objectives for this Service Area

Objectives for this Service Area

Objective

Administer annual NCLB (No Child Left Behind Act) grants efficiently, in accordance with federal requirements.

Description

We strive to efficiently administer this federal grant program, which seeks to improve the quality of teachers and principals in grantee-selected schools.

Objective Strategies

- Ensure that awardees use pass-through funds efficiently and in accordance with federal requirements.

Alignment to Agency Goals

- Coordinate and enhance the federal programs that support Virginia's postsecondary education system.

Measures

- Percentage of compliance with the reporting requirements of Title II, No Child Left Behind Act of 2001.

Measure Class **Other Agency** Measure Type **Output** Preferred Trend **Stable** Frequency **Annually**

Data Source and Calculation

SCHEV staff and U.S. Department of Education monitor grantees' compliance.

17117: Early Awareness and Readiness Programs

Description

The U.S. Department of Education did not renew this grant beyond July 2012. SCHEV no longer administers this grant program.

Mission Alignment and Authority

By increasing the rate at which students from low-income families who attend participating Virginia middle schools persist through high-school graduation and enroll in college, SCHEV is furthering the progressiveness of Virginia's system of higher education, which is a component of the agency's mission. The GEAR UP program also contributes to the agency's goals, as stated in its systemwide strategic plan, of promoting access to and preparation for postsecondary opportunities for Virginia's youth.

Source of Authority Links

No Source of Authority Links

Customers for this Service Area

Anticipated Changes to Customers Base

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Taxpayer	Taxpayers and Citizens	8,001,024	8,466,864	Increase

Partners for this Service Area

Partner	Description
U.S. Department of Education	

Products and Services

Factors Impacting the Products and/or Services

Anticipated Changes to the Products and/or Services

Listing of Products and / or Services

This program provided assistance in preparation for postsecondary education.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	0	3,000,000	0	3,000,000
Changes to Base	0	0	0	0
Total	0	3,000,000	0	3,000,000

Objectives for this Service Area