

2014-16 Executive Progress Report

Commonwealth of Virginia
Secretary of Education

Roanoke Higher Education Authority

At A Glance

The Roanoke Higher Education Authority and Center stimulates economic growth in the Greater Roanoke region by providing access for the people of the region to workforce training, certificate and degree related higher education programs and the use of its meeting facilities.

Staffing 13 Salaried Employees, 0 Contracted Employees, 0 Authorized, and 5 Wage Employees.

Financials Budget FY 2015, \$1.27 million, 100.00% from the General Fund.

Trends

- ↑ Number of students graduating.
- ➔ Number of conferences.
- ➔ Number of programs offered.

Key Perf Areas

- ➔ Number of conferences.
- ➔ Number of programs offered.
- ↑ Number of students graduating.

Legend ↑ Increase, ↓ Decrease, ➔ Steady

Productivity Legend ↑ Improving, ↓ Worsening, ➔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov

Background and History

Agency Background Statement

The Roanoke Higher Education Authority was created as a political subdivision of the Commonwealth by the Virginia General Assembly. It operates the Roanoke Higher Education Center, to expand access to higher education in the Roanoke Valley by providing for adult and continuing education, workforce training and degree-granting programs, including undergraduate, graduate and professional programs, through partnerships with public and private higher education institutions and workforce training organizations. The center's partners include: Averett University, Bluefield College, Hollins University, James Madison University, Mary Baldwin College, Old Dominion University, Radford University, Roanoke College, TAP This Valley Works, University of Virginia, Virginia Commonwealth University, Virginia Tech, Virginia Western Community College and the Western Virginia Workforce Development Board.

Major Products and Services

The Roanoke Higher Education Center through its partners responds to the college degree completion and workforce training needs required to develop and maintain a strong workforce in the region. The center's partners currently offer 226 programs, which in 2014 lead to the awarding of 824 diplomas, certificates and degrees from the GED to the PhD, all of which were completed entirely at the center.

The center utilizes its classrooms and technology for academic programming, conferences, meetings, teleconferences, and in-house training that support economic development in the region.

The center provides its partner organizations and institutions a facility of the highest quality that contributes to the effective delivery of their educational programs, including student support services through the library and educational testing center.

Customers

Customer Summary

The center's customers include its institutional partners, those members of the general public who are seeking further education, and the business community seeking education and training opportunities for employees and space for meetings, conferences and training activities. The center experienced a reduction in conference activity as a direct result of the recession and the expanded use of online training by the business community. The center expects to maintain its current level of conference participants and number of business and civic organizations that utilize its meeting facilities.

As the result of a regional market assessment conducted in 2012, the center identified the need for several new programs. New programs and continued attention to existing programs is expected to increase the number of individuals completing programs at the center that lead to certificates and degrees. As program needs are identified that cannot be met by current partners in the center, new partners will be identified and recruited to offer programs at the center. In the next two years the addition of two new educational partners to the center is anticipated.

Another area that receives attention from customers is the level of student support services at the center. Support from the center's library and testing center is critical to a student's capacity to persist in pursuit of educational goals, leading to more program completions by better prepared students. In the next two years the number of students and faculty utilizing the center's library services is expected to remain level as the number of students utilizing the academic testing center to advance degree and career progression increases.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Consumer	Business and civic organizations that utilize the center's facilities.	100	100	Stable
Consumer	Conference participants who utilize the center's facilities.	15,000	15,000	Stable
Higher Education Institutions	The colleges, universities and workforce development organizations who offer programs at the center.	13	16	Increase
Higher Education Students	Students served by the center's programs.	2,000	3,000	Increase

Finance and Performance Management

Finance

Financial Summary

Funding to operate the Roanoke Higher Education Center is derived from state and local government appropriations, rent and services revenue paid by members who lease space in the center, and revenue resulting from use of the center's conference facilities.

Funds are expended to staff, equip, secure, operate and maintain the center facilities and provide services to its members and customers.

Only the state general fund component of the Roanoke Higher Education Center's financial resources is listed in the table below; nongeneral funds are not appropriated in the state budget.

Fund Sources

Fund Code	Fund Name	FY 2015	FY 2016
0100	General Fund	\$1,122,013	\$1,122,013

Revenue Summary

Not applicable since the Roanoke Higher Education Center is a political subdivision of the Commonwealth of Virginia.

Performance

Performance Highlights

The Roanoke Higher Education Center is dependent in large measure on the performance of its partner institutions and organizations in the delivery of educational programs in the Roanoke region. The center operates as a catalyst and a collaborator with its partners to make available in the region programming that meets the needs of individuals and business. The success of that collaboration can be measured in several ways. One of the key measures is the number of individuals completing or graduating from programs offered at the center. Since the fall of 2000 when the center opened 8,383 people have graduated from diploma, certificate, degree and workforce training programs at the center. Averaging nearly 600 graduates per year, at the end of FY 2014 824 the center graduated 824 people.

Another measure is the number of programs offered by the partners in the Roanoke Higher Education Center. Because the partners represent both workforce training organizations and institutions of higher education programming at the center is broad based and encompasses everything from the GED to the PhD with certificates, bachelor's and master's degrees, workforce training and professional development included in between. The number of programs offered increased to 186 in 2012, up from 183 in 2011, and by 2014 the total number of programs offered reached 226 up from 218 in 2013.

The Roanoke Higher Education Center with the small staff identified below, operates the largest and most diverse higher education center in the Commonwealth. Working within resource constraints the center has focused its efforts on maintaining facilities and services at the highest level possible. Because of a dedicated staff the center has often been able to exceed customer expectations. In FY2013 the center provided a venue for 378 conferences, meetings, teleconferences and training events. As a result of the economy and the use of online meeting and training technology the number of participants declined to 361 in 2014. The Center expects to maintain that level of activity through its current major construction project and through the slow economic recovery we are currently experiencing.

Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
93500000.002.001	Number of conferences, meetings, teleconferences and in-house training programs held at the Roanoke Higher Education Center annually.	Number of conferences.	Maintaining
93500000.001.001	Number of programs offered that address regional workforce needs.	Number of programs offered.	Maintaining
93500000.001.002	Number of students graduating from programs offered at Roanoke Higher Education Center.	Number of students graduating.	Improving
M935AG12003	Cost per student graduating in relation to Agency budget.	Cost per graduate	Improving

Key Risk Factors

Financial: A significant risk to achieving the goals of the center and its future directions is financial. The center must rely on continuing state support to enable ongoing mission-related activities, including continued support for the increased cost of operations. Strong financial support from the state provides an incentive to the center's educational partners to continue their participation.

Program Development: Another serious risk is the willingness and/or capacity of partner institutions and organizations to offer new programs that are identified as needs of individuals and businesses in the Roanoke MSA. Program growth is dependent on current partners responding to identified needs, and the ability of the center to recruit new partners that are willing and capable of responding to newly identified needs. The center differs from other higher education centers in its reliance on its partners for programmatic and financial stability. Any change in partner dynamics has an immediate impact on the center and its ability to serve the region.

Online Learning: Advances in instructional technology make available to partner institutions and other institutions nationwide the capacity to offer complete programs online. Such programs require no face-to-face classroom time, and could potentially reduce the need for facilities that provide as their primary function traditional classrooms. The center is constantly researching and developing strategies that enable it to provide value added services with and through its partners in a rapidly changing academic marketplace.

Agency Statistics

Statistics Summary

The Roanoke Higher Education Center commissioned an economic impact study in 2010 to measure the overall impact of the center on the Roanoke MSA, its primary service region. The total impact is an annual stimulus of nearly \$32 million. This activity supports nearly 310 jobs earning an average of \$35,142 per year. This is an impressive impact considering that it is generated from a base of \$9 million, which represents the total budget of the center and the budgets of its institutional member's operations within the Center. While the study provided a snap shot of the center's regional impact, with the scale of operations at the center remaining relatively constant, it is anticipated that the impact will be ongoing from year to year at approximately the same level.

The center also conducted a regional market assessment in 2012 that revealed that of all the adults in the Roanoke MSA 25 years of age and older, just over 51,000 have completed high school but have no degree; more than 36,000 who have completed high school have at least an associate's degree. Further analysis of the survey of adults over 25 years of age who expressed an interest in pursuing further education concluded that more than 29,000 people in the Roanoke MSA define the market potential for degree attainment in the region. These numbers provide the Roanoke Higher Education Center an actively interested pool of people from which to draw future students to the programs offered by its partners, and will lead to increased numbers of programs offered and students participating at the center in the years ahead.

Currently the center reaches more than 1,900 students each semester who are participating in one of 226 programs offered by 14 colleges, universities and workforce training organizations that lead to the award of 416 program completions in FY2013.

Statistics Table

Description	Value
Annual economic impact on the Roanoke region	32,000,000
Number of jobs in the region supported by RHEA activity	310
Number of people in the region with some college but not degree completed	51,000
Adults in regions over 25 years of age interested in pursuing further education	29,000
Number of students pursuing education each semester at the RHEC	1,900
Number of higher education and workforce training organizations participating at the center	13
Number of programs completions awarded in FY 2013	416

Management Discussion

General Information About Ongoing Status of Agency

The center continues to target the 51,000 people in the Roanoke region that have partially completed degrees, as well as adults who are unable to pursue education full-time, and others who are seeking shorter term career development opportunities. The Roanoke Higher Education Center engages in community outreach and other forms of research to understand the current and future needs of these groups so it can increase educational opportunities in its region that accelerate degree completion and certificate attainment in areas that meet current and future workforce requirements.

The center functions as a clearing house for workforce training and higher education information and connections, while providing outreach and dissemination of public information to increase awareness in the region of opportunities presented at the center. It also assesses regional trends that have implications for new programs and interacts with the business community, helping to assess business needs so that its partners understand the types of programs that are responsive to those needs.

Collaboration is critical to enhancing offerings at the center, as well as reducing redundancy in course offerings. The partners take advantage of the center model to explore methods for students to complete degree and certificate programs by taking classes from multiple member schools, and take advantage of 2 + 2 programs offered by the Virginia Community College System.

The flexibility of online, distance education and hybrid learning models will continue to be an important factor driving students' decisions. There will always be a need for a physical presence for learning, but we are also planning for non-traditional learning spaces, as we continue to offer the types of classes that require hands-on experience and delivery.

Information Technology

The center continues to maintain its technology infrastructure to keep up with advances in instructional technology that will support the instructional programs of the center's partner institutions and organizations.

Workforce Development

The center functions with a relatively small staff of 13 salaried and 5 part-time wage individuals for a total of 15.5 FTE. In the last three years two center staff members retired, and excellent replacement staff members were hired. In the past year the center's Director of Facility Services left for another position, and we were able to find a well qualified replacement who began work at the center August 18, 2014. The region provides a good source of qualified individuals for future staffing needs, although stability in the center's workforce is expected in the foreseeable future. Center staff members continue to benefit from participation in the training opportunities provided by the Commonwealth's Department of Human Resource Management Knowledge Center, and through other professional development opportunities provided by participation in state and national professional organizations.

Physical Plant

The center owns and operates two buildings of historical significance, one of which is listed on the National Register of Historic Places, that were both renovated and customized for use as educational facilities. The historic significance of the center's facilities requires special attention to ongoing maintenance needs. Currently the main center building, which was constructed in 1931, is undergoing significant additional renovation to waterproof its 82 year old exterior including masonry, window and roof repairs. This project was funded by a capital appropriation in the 2013 Virginia Acts of Assembly. With more than 160,000 square feet of space under roof, the center anticipates other significant maintenance in the next 5 to 10 years will be required to maintain the facilities operational standards. Maintenance reserve funding from the Commonwealth of Virginia will provide vital support to ongoing maintenance efforts. In the year ahead the center plans to expand its smaller facility to accommodate the growing culinary arts program offered by partner Virginia Western Community College. Funding for this project was provided by the Virginia General Assembly by capital appropriation in the 2014 Virginia Acts of Assembly.