

Strategic Plan
(2012-2014 Version 1)

Southern Virginia Higher Education Center (937)
Agency Plan

Mission Statement

The mission of the Southern Virginia Higher Education Center (SVHEC) is to advance Southern Virginia's economic potential through education, innovation, and collaboration.

Vision Statement

We envision the Southern Virginia Higher Education Center (SVHEC) as a model in providing comprehensive education and training to all sectors of our community and Southern Virginia. The SVHEC is not a degree-granting institution, but rather serves as a catalyst for and facilitator of change by which the educational attainment level of the region can be raised and quality of life for its citizens can be improved.

Values

We believe that education is the catalyst for positive change in Southern Virginia. Southern Virginia Higher Education Center (SVHEC) leadership believes education is the catalyst for change to reverse Southern Virginia's lack of college-going culture, as described by the State Council of Higher Education for Virginia in its 2006 report to the General Assembly and the Governor.

We believe life-long education is essential. Life-long education is essential to the Southern Virginia region's future prosperity. Appreciation for life-long education must be instilled at the earliest opportunity, i.e. Prekindergarten - 12th grade, to change the educational culture of the region.

Information Technology

Current Operational IT Investments

The Southern Virginia Higher Education Center (SVHEC) endeavors to provide current, reliable, and sustainable technologies in a timely manner to meet the needs of students, faculty, partner institutions, and staff. The SVHEC's network operation center (NOC) utilizes a virtualized server environment supporting local and cloud services, campus wide wireless local area network (LAN) and a Single Gateway "BYOD" [Bring Your Own Device] Wireless Network controller, single authentication network, and a virtualized desktop environment [also wide area network (WAN) accessible] supporting over 150 student computers in 7 computer classrooms and a 20 PC mobile lab. Additionally, the SVHEC's Innovation Center has two 25+ Mac-based Digital Arts/Computer Aided Drawing (CAD) labs, two Mac mobile labs for onsite/offsite deployments, a 3D printer, and a reverse engineering robotic arm. The SVHEC's campus includes 25+ classrooms, including an 80+ seat tiered classroom, equipped with dual High Definition (HD) projection systems and digital audio-visual presentation technology. Through interagency collaboration, the Southern Virginia Education Network (SVEN) consists of a private fiber optic regional network connecting the SVHEC's education partners and a 100 Megabyte shared internet gateway. The SVENetwork and its Internet gateway allow the SVHEC to provide multiple simultaneous distance education classes utilizing HD video conference systems [4 video conference systems plus one legacy system] from the following educational partners: Longwood University, University of Virginia, Virginia Tech, Norfolk State University, Old Dominion University, Mary Baldwin College, Danville Community College, and Southside Virginia Community College, the Southern Virginia Regional Technology Consortium (SVRTC) (prekindergarten-12th grade regional consortium) and Lake Country Distance Education Center. The SVHEC supports three classrooms for Old Dominion University through the TELETECHNET digital broadcast network. In addition, the SVHEC provides IT support to Virginia Advanced Study Strategies, Inc., an Advanced Placement Initiative for the Commonwealth of Virginia.

Factors Impacting the Current Agency IT

At peak times [Monday-Thursday, 6-9 p.m.] video conference demand and usage is exceeding maximum capacity. To meet demand, legacy video conference units [10 years old] have been put back into service without support options. To date, no student has been denied access to a requested class but schedules must sometimes be altered to accommodate multiple users. With increasing demand, aging equipment, and more partners utilizing video conferences as a cost saving option, the SVHEC will need to refresh and increase the number of video conference systems available.

Proposed IT Solutions

Additional video conference units will be needed to support partners who are extending traditional onsite campus programs to include offsite students in their cohorts. Old Dominion University TELETECHNET digital broadcast network is increasingly utilizing Internet Protocol video conference systems to deliver classes and forecasts this utilization will increase in the future.

Financial Overview

Funding to operate the Southern Virginia Higher Education Center is derived from state and local government appropriations, facility usage fees, grant awards and non-credit course fees. The Center's focused efforts and success at grant acquisition and increased local government and partner support has enabled it to significantly leverage state funding. Roughly 53 percent of the SVHEC funding is general fund appropriated.

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	1,930,643	2,050,412	1,930,643	2,050,412
Changes to Base	228,350	6,739	353,367	6,739

Total	2,158,993	2,057,151	2,284,010	2,057,151
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Agency Goals

- Provide accessible, affordable higher education to all citizens of Southside Virginia.

Goal Summary and Alignment

Prior to the establishment of the Southern Virginia Higher Education Center, many residents of Southern Virginia had no easily accessible, affordable method of continuing their education. SVHEC leaders determined that lack of access has contributed significantly to the low level of educational attainment in the region (State Council of Higher Education for Virginia, 2006). Therefore, the SVHEC's primary goal and reason for existence is to provide accessible, affordable higher education to the citizens of this region. Enhancing educational opportunities and fostering a "college-going culture" in the region will strengthen the local economies, keep young people in the community, and ultimately, provide better quality of life for the region's citizens.

Long Term Goal

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

Societal Indicator: Lifelong Learning

- Serve as a "change agent" to elevate the levels of educational preparedness of the workforce in order to enhance economic development in the Southern Virginia region.

Goal Summary and Alignment

Through educational partners and programs, the SVHEC will elevate the levels of educational preparedness of the current workforce and prepare citizens with the skills needed for the economies of today and tomorrow. The SVHEC will work closely with regional business and industry to ensure that their skills needs are addressed with appropriate employment training programs. The SVHEC will offer accessible, affordable, and relevant workforce training opportunities in a facility housing state-of-the-art training equipment and technology. The SVHEC will work closely with students to find financial aid and funding for their training.

Long Term Goal

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

- Increase the level of literacy in Halifax County in collaboration with other agencies and partners.

Goal Summary and Alignment

The Southern Virginia Higher Education Center's goal is to raise the level of literacy in Halifax County and the surrounding counties within our region by employing a variety of avenues targeted at increasing literacy in the region. Currently, Halifax County has a 32 percent illiteracy rate, and 10,000 adults ages 18 and up without a high school diploma or General Education Development (GED) credential. Approximately 4,600 adult residents are capable of taking and passing the GED while the remaining 5,400 cannot read, comprehend or write on at least a 9th grade level. This latter group must be targeted to ensure that the literacy rate increases in Halifax County. The Volunteer Literacy Program has shown marked success in reaching adults on a one on one basis. Since 1998, this program has served over 1,500 adults. This program trains volunteers that want to see a difference in Halifax county to assist participants with various levels of learning. The program takes a person from where they are to a higher level of learning. The Adult Basic Education (ABE) Program assists participants in a classroom setting. The use of computers, peer discussion, and direct instruction allows students to learn from all tools available. With the success of each of these programs, Halifax County will eventually be considered more literate—a fact that will serve as an incentive for business and industry to locate here. Additionally, once these individuals have improved their literacy skills they will be more attractive to potential employers and will draw more job opportunities to themselves.

Long Term Goal

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

Programs and Service Areas for Agency

- 199: Administrative and Support Services

Customers

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Consumer	Individuals attending conferences, meetings, and events at the SVHEC	2,000	2,200	Increase
Organization	Organizations that use the SVHEC for conferences, meetings, and events	100	250	Increase
Higher Education Students	Students enrolled in for credit higher education programs at the SVHEC	3,350	6,000	Increase
Adult Workforce / GED Student	Students enrolled in non-credit education programs at the SVHEC	900	1,500	Increase
Higher Education Institutions	Partners offering education programs at the SVHEC	11	12	Increase

Key Risk Factors

FUNDING

The Southern Virginia Higher Education has improved its position in terms of operating funds in the past year through the establishment of cost-share agreements with its partners, funding support from the localities of Halifax County and South Boston, and through increased state appropriations. However, over half of the Center's staff are compensated through grants and other funding that will expire and is non-renewable. This puts the Center in a position of vulnerability in terms of losing key personnel and critical services over time.

BUSINESS MODEL

As a non-degree granting institution, the agency receives no funding from student tuition or the Commonwealth's higher education funding model for Full Time Equivalent (FTE) students. These funds go directly to the SVHEC's partners. Through good fiscal stewardship and pursuit of external, non-state funding, the Center has been able to the weather economic downturn of the past 5 years. The Center has implemented a stronger business model in the past year with the establishment of partner cost-share agreements, and continues to be successful in obtaining a number of grants and contracts. As a now "proven model" for delivery of higher education in a rural area, there is every indication that demand for service will increase. Potential threats to financial stability under the new business model are those factors which are largely out of the control of the Center leadership and staff, such as increases in lease and utilities costs. The most significant potential threats to the ability of the Center to meet its mission is the loss of key personnel who are compensated under grant funding; increased general funds appropriations for key personnel would alleviate this threat.

ACADEMIC PARTNERS

A less obvious, but critical barrier to long-term sustainability is the reluctance of the Commonwealth's institutions of higher learning to offer four-year degree courses and programs off campus to the underserved and poorer regions of the state, except through distance learning.

Products and Services

The Southern Virginia Higher Education Center (SVHEC) provides the following major services:

- For-credit programming that affords access to 125 degree programs through affiliations with 11 academic partners and the Center's partners in the Southside Higher Education Coalition;
- Programming and support for business and industry workforce training;
- Training and consulting services in applied research in advanced manufacturing for business and industry through the Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE);
- Programming and support for non-credit programs and Prekindergarten-12th grade (PreK-12) science, technology, engineering, math, and healthcare (STEM-H) enrichment programs with emphasis on nursing through the Center of Nursing Excellence, and the STEM-focused Business of Art & Design program;
- Support services including administrative, technology, custodial services, conference space, and public information to students and member colleges and workforce groups; and
- Facility and support services to the business community for corporate meetings, training and teleconferences.

The SVHEC is equipped and staffed to support its current education partners and their programs, with capacity to add partners and programs. The agency is a leader in advanced manufacturing research and training, and has made significant investments in this area. The SVHEC-Innovation Center houses \$1.5 million in advanced manufacturing equipment and the R&D CAMEE has fostered strong partnerships with both Virginia Tech and the University of Virginia. These relationships have afforded the agency an opportunity to play a key role in on-going research in the area of energy-efficient housing and cross laminated timbers.

In the future, the SVHEC anticipates placing greater emphasis on non-credit workforce training leading to industry certifications, and increasing facility usage brought about by marketing the SVHEC's conference facilities. The SVHEC has also adjusted its business model to include partner cost-sharing to facilitate a more sustainable funding structure.

Trends

Rankings & Customer Trends

Over the past five years, the Southern Virginia Higher Education Center (SVHEC) has experienced significant growth in the number of students served. This year the SVHEC served an unduplicated student headcount of over 3,600 representing citizens across the Southern Virginia region. Due to an improving economy, rising tuition rates, and recent changes in federal financial aid a slight decrease is occurring in enrollments. Nonetheless, the SVHEC remains an educational stalwart for students who are unable or choose not to leave southern Virginia to pursue higher education. Evidence of this is Halifax County's number one position statewide in terms of participation rates in the Virginia Community College System through Danville Community College and Southside Virginia Community College, both operating at the SVHEC (note: participation rate is the ratio of county students enrolled to county population eligible for post-secondary enrollment).

For most of the agency's history, the majority of students at the SVHEC have been non-traditional adults returning to school for workforce training. Since 2000, there has been an increase in the number of traditional, 18-24 year olds coming to the SVHEC. While the SVHEC continues to serve traditional and non-traditional students, national education data suggests that the trend of younger students coming to the SVHEC will continue for the foreseeable future.

Since 2010, SVHEC Workforce Services Division has offered customized and industry-certified training opportunities, and demand for these programs has increased every year. In FY 2013 the division collaborated with the Virginia Manufacturers Association and GENEDGE Alliance to provide customized industry training to over 300 employees from one of Halifax County's largest manufacturers. In addition to customized training, the Workforce Services Division has identified an increasing need for training in the crafts trades, including welding, and is developing programming to provide this training for Halifax County and the region. As the SVHEC focuses increasing efforts on providing workforce training, as well as training and consulting services in advanced manufacturing applied research, the number of businesses and industries served is expected to increase.

Trend Name	Trend Area
Number of students	Increase
Number of academic partners	Increase
Number of industry partners	Increase

Performance Highlights: Service Performance & Productivity Initiatives

Since the Southern Virginia Higher Education Center (SVHEC) is not a degree-granting institution, graduation rates are not an appropriate measure of institutional performance. SVHEC key performance measures are instead based on the work done by the SVHEC to support the Governor's goals of producing 100,000 more bachelor's degrees and to increase the number of science, technology, engineering, math, and healthcare (STEM-H) graduates in the Commonwealth. A third performance measure, number of professional development opportunities offered to agency staff members, enables the SVHEC to continuously improve quality of services and operations.

Management Discussion & Analysis

Future Direction, Expectations, and Priorities

The Southern Virginia Higher Education Center (SVHEC) is focused on re-tooling Southern Virginia's workforce for jobs in the knowledge and creative economies by providing affordable access to workforce training programs and by implementing new degree programs focused in STEM-H areas. The SVHEC has been successful in providing customized workforce training to regional business and industry. One example of this success is the on-going, multi-year training program for employees of one of Halifax County's largest manufacturers. The SVHEC manages this project, and oversaw the development of the customized training. Without this training, the Commonwealth and Southern Virginia could have lost a valuable employer.

A new collaboration with Virginia Technical Institute will bring a welding training program to Halifax County and broaden the agency's workforce training reach. Furthermore, a new industry partnership with Siemens shows the value industry sees in the agency's initiatives, and will strengthen the SVHEC's impact on advanced manufacturing research and training.

The SVHEC is also working to support the Governor's initiative to have 100,000 new degree completers. The SVHEC is committed to increasing enrollment in and completion of two- and four-year degree programs, as well as workforce training programs leading to industry-certifications. To this end, the SVHEC is a partner in the Finish Line Initiative targeting individuals in Southern Virginia who are 12 credits or less away from completing a two-year degree. The SVHEC has also taken an active role in developing and strengthening educational programming in areas of study identified as relevant and needed in the knowledge-based economy.

To address the funding and business model risk factors, SVHEC management, with the approval of the Board of Trustees, is implementing a new partner affiliation fee to have partners more equitably share in operational expenses. This solution is based upon the recommendations from the Department of Planning and Budget's Best Practices Management Study and is an on-going process.

199: Administrative and Support Services

Description

The Southern Virginia Higher Education Center (SVHEC), previously established as an off-campus center of Longwood University, is now an independent Commonwealth educational institution established as such on July 1, 2005, by the Virginia General Assembly. The Center was established not as a degree-granting institution itself, but rather as an "education broker," providing infrastructure (including facility, administrative and support staff, and technology) to bring together education partners and citizens of the southern Virginia region who might otherwise never have connected. The SVHEC's own programs and those of its education partners include:

- for credit and noncredit adult and continuing education, including literacy, English as a Second Language (ESL), and General Education Development (GED) preparation courses;
- associate, undergraduate, and graduate degree programs;
- professional certification and licensure programs; and
- workforce training programs.

The SVHEC also fosters partnerships between the public and private sectors to enhance higher education in the region. The Center also works with the school divisions in the region to inspire a "culture of education" that reaches out to the region's public schools, students, teachers, and administrators. SVHEC provides research services to foster advanced Prekindergarten-12th grade outreach and initiatives for the purpose of improving teaching and learning in the region.

Only 12.3 percent of Halifax County's population has a bachelor's degree or higher, and a little more than half the population (63.9 percent) has a high school diploma or GED (United States Census, 2011). The surrounding region is similar in demographics. For centuries, the region has relied on low skill, manufacturing jobs and tobacco farming to sustain the economy. With the irrevocable decline in both areas, the region has suffered, and continues to suffer, dramatic economic decline. The SVHEC, as it is known today, was first established in 1986 as a way to provide higher education in Halifax County—a county with no community college or four-year college or university. Initially, the Center offered courses from Danville Community College, Southside Virginia Community College and Longwood University. Since then, the SVHEC has evolved into a comprehensive Center offering many opportunities for advancement from General Educational Development (GED) training to doctoral programs. The Center works in collaboration with all education partners to bring opportunities to our citizens, as well as to provide complementary services such as assistance with Small Business Development, financial aid preparation, and career counseling. The SVHEC's current education partners are: Averett University, the Commonwealth Graduate Engineering Program, Danville Community College, Galway-Mayo Institute of Technology Letterfrack (Ireland), James Madison University, Longwood University, Mary Baldwin College, Old Dominion University, Southside Virginia Community College, Virginia Tech, and Virginia Technical Institute.

In addition to the SVHEC's in-house opportunities, its membership in the Southside Higher Education Coalition partnership with the Institute for Advanced Learning and Research (IALR) in Danville and the New College Institute (NCI) in Martinsville establishes a distributed campus that gives the SVHEC the opportunity to cross deliver classes and programs to and from the coalition sites. The Mid-Atlantic Broadband (MBC) Initiative will continue to improve the possibilities for program delivery to these sites, as well as outreach to additional sites in the region such as the Lake Country Distance Education Center in Clarksville.

The Center provides classroom space, broadband technology, instructional equipment, and support staff to its constituency. It is open six days a week, Monday through Friday from 7:30am - 10pm and Saturdays from 8am-6pm. The SVHEC is a convenient and affordable alternative to attending a college or university's main campus. The Center has also become a sought after meeting space for regional and state activities.

Mission Alignment and Authority

The Southern Virginia Higher Education Center (SVHEC) was created through §23-231.24 and § 23-231.25 of the Code of Virginia. The SVHEC, previously established as an off-campus center of Longwood University, was continued as an educational institution in the Commonwealth to:

1. Encourage the expansion of higher education, including adult and continuing education, associate, undergraduate, and graduate degree programs in the region, and foster partnerships between the public and private sectors to enhance higher education in the region;
2. Coordinate the development and delivery of continuing education programs offered by those educational institutions serving the region;
3. Facilitate the delivery of teacher training programs leading to licensure and graduate degrees;
4. Serve as a resource and referral center by maintaining and disseminating information on existing educational programs and resources; and
5. Develop, in coordination with the State Council of Higher Education for Virginia, specific goals for higher education in Southside Virginia.

Through partnerships with the SVHEC's member colleges, universities, coalition partners, and workforce training groups and by providing a high quality educational facility, with state of the art technology, support staff, meeting space and conference rooms for community, regional and state use, the SVHEC expands the access of educational programs to the citizens of Southern Virginia. Programs range from specialized research and training for regional Prekindergarten -12th (PreK-12) grade school divisions, to literacy and General Education Development (GED) training and doctoral programs with everything in between. The SVHEC offers an overall emphasis on economic development and economic vitality, providing workforce training and program development to meet the needs of the contemporary workforce.

Customers for this Service Area

Anticipated Changes to Customers Base

The Southern Virginia Higher Education Center (SVHEC) has seen a trend toward a younger student population over the several years, in contrast to previous years where the student population was more heavily weighted toward older adults seeking career changes or workforce training. Since 2000, when the Center moved to its current facility (a renovated historical tobacco warehouse in the downtown district), the number of students in the 18-24 year range has increased, perhaps because this demographic sees the current SVHEC facility as like a true "college campus," compared to its previous facility. They may also be choosing the SVHEC as an accessible, affordable alternative to out-of-the region residential colleges and universities. The ratio of younger students to adults over 30 is now about 50/50. In addition, the use of technology and outreach campaigns has enabled the Center to reach more students of all ages. The Center has also reached out to Prekindergarten-12th grade school systems with region-wide professional development opportunities for instructors and school administrators, as well as the academic and career pathway programs and science, technology, engineering, math and healthcare (STEM-H) opportunities.

As the SVHEC Workforce Services Division has offered more customized and industry-certified training opportunities, demand for these programs has also increased. In FY 2012 the division collaborated with the Virginia Manufacturers Association and GENEDGE ALLIANCE to provide customized industry training to over 200 employees from Presto Products, one of Halifax County's largest employers. In addition to customized training, the Workforce Services Division has identified an increasing need for training in the crafts trades, including welding, and is currently developing programming to provide this training for Halifax County and the region.

Through the Mid-Atlantic Broadband Initiative (MBC), the SVHEC is also able to extend training and educational programs via distance learning throughout Southern Virginia. The Center's membership in the Southside Higher Education Coalition Partnership with the Institute for Advanced Learning and Research and New College Institute will also increase educational opportunities across the region.

Current Customer Base

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Consumer	Individuals attending conferences, meetings and events at the Southern Virginia Higher Education Cen	2,000	2,200	Increase
Organization	Organizations that use the Southern Virginia Higher Education Center for conferences, meetings, and	100	250	Increase
Higher Education Students	Students enrolled in for credit higher education programs at the Southern Virginia Higher Education	3,350	6,000	Increase
Adult Workforce / GED Student	Students enrolled in non-credit education programs at the Southern Virginia Higher Education Center	900	1,500	Increase
Higher Education Institutions	Partners offering education programs at the Southern Virginia Higher Education Center	11	12	Increase

Partners for this Service Area

Partner	Description
Commonwealth Graduate Engineering Program	A consortium of five Virginia public universities (University of Virginia, Virginia Tech, Old Dominion University, Virginia Commonwealth University, and George Mason University) that offer distance learning master's degrees in engineering. There are 10 different disciplines available.
Danville Community College	Offers a number of career studies certificates and diplomas, as well as associate's degrees. A variety of program majors are available.
Longwood University	Offers master's degrees in Educational Leadership and Community & College Counseling through onsite instruction. Additionally, courses towards teacher licensure, elementary education, special education and literacy & culture are offered either online or onsite as needed.
Mary Baldwin College	Offers 19 bachelor's degree programs and teacher licensure courses.
Old Dominion University	Offers bachelor's, master's, and doctorate degrees through one of three delivery methods: TELETECHNET satellite, video streaming, or online.
Southside Higher Education Coalition Partners: The Institute for Advanced Learning and Research (IALR) and New College Institute (NCI)	Both the Institute for Advanced Learning & Research (IALR) in Danville and New College Institute (NCI) in Martinsville are higher education centers in the same vein as the Southern Virginia Higher Education Center (SVHEC), with each institution focusing on a different academic emphasis. As coalition partners, IALR and NCI agree to, as much as possible, cross-deliver their programs to the SVHEC. Likewise the SVHEC has made the same pledge to IALR and NCI.
Southside Virginia Community College	Offers a number of career studies certificates and diplomas, as well as Associate's degrees in Applied Science & Arts & Sciences. A variety of program majors are available.
Virginia Tech	Offers courses in water quality.
Galway-Mayo Institute of Technology Letterfrack (Ireland)	Partners with the SVHEC Business of Art & Design to provide reciprocal internship opportunities in advanced manufacturing and product design and development.
Virginia Technical Institute	Provides welding and other skilled craft trades programs with industry certifications.
James Madison University	Provides distance learning programs through the James Madison University Outreach and Engagement Office.
Averett University	Offers a bachelor's degree in Business Administration and master's degrees in Business Administration and Education (Curriculum & Instruction). Programs are designed for working adults.

Products and Services

Factors Impacting the Products and/or Services

Funding has the greatest impact on the Southern Virginia Higher Education Center's ability to develop and deliver its products and services. The SVHEC is currently facing the challenge of developing a sustainable business model in a recovering and uncertain economy, at a time when the higher education industry as a whole is experiencing a sea change. General operating funds, as well as funds for additional technology, programmatic development, furnishings and personnel continue to be the SVHEC's primary needs. The SVHEC's state appropriation is and will continue to be the primary source of these operating funds. In addition to state funds the SVHEC receives funding from Halifax County and this year, is developing a partner cost-sharing model to more fairly and equitably cover SVHEC resources expended in providing services to its education partners and students. Funds are also needed to market SVHEC and partner programs throughout the region; there are few concentrated population areas in Southern Virginia, so marketing efforts and resources are needed to reach residents outside of these population centers. While SVHEC staff members work diligently to reach those residents, increased funding is critical to address this challenge.

In addition to funding, collaborative partnerships are critical to the development and delivery of the SVHEC's products and services. A number of current successful partnerships with higher education institutions allow the SVHEC to deliver programming from the General Educational Development (GED) level to doctorate level across a number of disciplines. The SVHEC is expanding its partnerships to include workforce training providers and business and industry in order to produce a workforce with the skills employers need. Additional partnerships are being developed with Virginia universities through the SVHEC's Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE) to develop applied research for advanced manufacturing; these applications will help transform regional manufacturers and position them for global competitiveness.

Anticipated Changes to the Products and/or Services

To meet its mission, the Southern Virginia Higher Education Center (SVHEC) will maintain its commitment to the core services listed above however it is also committed to expanding them both spatially and programmatically. The newly renovated Innovation Center provides additional space and equipment for education, workforce training, and research, and will help move the Southern Virginia region into the new economy. Examples of expanded programming are the SVHEC's signature programs: the Business of Art and Design, a dual-track degree program developed in partnership with Danville Community College; and the Center of Nursing Excellence, a collaborative initiative with Southside Virginia Community College and the Halifax Regional Health System. After thorough research and investigation into best practices, these programs were identified as programs that can change our regional economic picture. In addition, the SVHEC is developing specialized facilities for workforce training including welding and other craft trades and will be partnering with Virginia Technical Institute (VTI) to bring trade curricula to the SVHEC campus. Through the SVHEC's existing and new collaborative partnerships the southern Virginia workforce will have access to the knowledge and skills needed to attract better jobs to the region.

Listing of Products and / or Services

- For-credit programming that affords access to 125 degree programs through affiliations with 11 academic partner and the Center's partners in the Southside Higher Education Coalition;
- Programming and support for business and industry workforce training;
- Training and consulting services in applied research in advanced manufacturing for business and industry through the Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE);
- Programming and support for non-credit programs and Prekindergarten-12th grade (PreK-12) science, technology, engineering, math, and healthcare (STEM-H) enrichment programs with emphasis on nursing through the Center of Nursing Excellence, and the STEM-focused Business of Art & Design program;
- Support services including administrative, technology, custodial services, conference space, and public information to students and member colleges and workforce groups; and
- Facility and support services to the business community for corporate meetings, training and teleconferences.

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Objectives for this Service Area

Objectives for this Service Area

Objective
 Increase the number of students enrolled in and completing General Education Development (GED), associate's, bachelor's, master's, doctoral degrees, and career studies certificate programs through collaboration with current and potential education partners.

Description
 Because the level of educational attainment within Halifax County and the region is significantly below state averages, the Southern Virginia Higher Education Center will take a regional approach to develop a college-going culture that will translate into increased numbers of people seeking and obtaining higher levels of education.

Objective Strategies

- The Southern Virginia Higher Education Center will work with Danville Community College, New College Institute, Patrick Henry Community College, and Southside Virginia Community College to support the Finish Line Initiative (announced 8/11), targeting students who are within 15 credit hours of receiving an associate degree and supporting them in completing their degree.

Alignment to Agency Goals
 No Agency Goals for this Objective

Measures

- Number of students enrolled in for-credit courses in Southern Virginia Higher Education Center-based post-secondary educational programs, including General Educational Development (GED), associate, bachelor, masters, doctoral level programs and career studies certificate programs.

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

Data Source and Calculation
 The Southern Virginia Higher Education Center (SVHEC) educational partners provide enrollment numbers to the SVHEC institutional effectiveness specialist. The measure is calculated by summing all students enrolled in for-credit courses at or through the SVHEC in the fall of each year.

- Direct operating costs associated with supporting course enrollments during the fiscal year

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

Data Source and Calculation
 This is an annual measure calculated by dividing direct operating expenditures for the Southern Virginia Higher Education Center (SVHEC) by the number of total course enrollments for fall, spring, and summer semesters. Direct operating expenditures are provided by the SVHEC finance staff and course enrollments are provided by the SVHEC's educational partners.

Objective

Increase new science, technology, engineering, math, and healthcare (STEM-H) educational program initiatives for Prekindergarten-12th (PreK-12) grade students to meet the specific needs and address current areas of deficiency of the region.

Description

Because of the "lack of a college going culture" in the region, especially among the former and existing blue collar and agricultural working families as found by the State Council of Higher Education for Virginia and reflected in its 2006 report, and as further evidenced by the lower than state average academic achievement and aspirations of its residents, we believe expanded, quality educational opportunities is the key to Southern Virginia's future economic growth and viability. The linchpin in the success of this endeavor is an effort to bring about systemic changes in the region that will begin to inculcate a "college going culture" while enhancing academic preparation, especially in the science, technology, engineering, math, and healthcare (STEM)-H subject areas. In addition to developing and providing STEM-H programming at the SVHEC, the SVHEC fosters partnerships between the public and private sectors to bring STEM-H opportunities to PreK-12 students and encourage them to enter the pathway to higher education. The Center also works with the school divisions in the region to inspire a "culture of education" that reaches out to the region's public schools, students, teachers, and administrators.

Objective Strategies

- 1. The Southern Virginia Higher Education Center (SVHEC) develops and provides educational opportunities in science, technology, engineering, math, and healthcare (STEM-H) at the SVHEC for Prekindergarten-12th grade students.
- 2. The SVHEC fosters partnerships between the public and private sectors to bring STEM-H opportunities to PreK-12 students and encourage them to enter the pathway to higher education.

Alignment to Agency Goals

- Serve as a "change agent" to elevate the levels of educational preparedness of the workforce in order to enhance economic development in the Southern Virginia region.

Measures

- Number of Prekindergarten-12th grade (PreK-12) students participating in science, technology, engineering, math, and healthcare (STEM-H) enrichment opportunities offered by or in conjunction with the Southern Virginia Higher Education Center (SVHEC).

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

Data Source and Calculation

The Southern Virginia Higher Education Center (SVHEC) maintains an institution-level scheduling database which provides data on class/activity, date, and number of participants. Enrollments for all Prekindergarten-12th grade science, technology, engineering, math and healthcare (STEM-H) classes and activities are downloaded to the SVHEC STEM-H enrollment tracking database and aggregated for fiscal year reporting on the Virginia Performs website.

Objective

Maintain the number of professional development opportunities offered to each Southern Virginia Higher Education Center (SVHEC) staff member.

Description

The Southern Virginia Higher Education Center (SVHEC) Executive Director and service area directors believe that professional development opportunities, in the form of short courses (including classes, workshops, and conferences) enable the SVHEC staff to continuously improve their operational performance and service levels. The SVHEC will offer all staff at least one professional development per year.

Objective Strategies

- The Southern Virginia Higher Education Center will identify professional development needs through discussions with staff and surveys, and offer courses to meet those needs.

Alignment to Agency Goals

No Agency Goals for this Objective

Measures

- Number of professional development classes offered to Southern Virginia Higher Education Center (SVHEC) staff

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

Data Source and Calculation

Information regarding professional development opportunities offered to Southern Virginia Higher Education Center (SVHEC) staff will be tracked and reported to stakeholders by the SVHEC Institutional Effectiveness Specialist. Data sources will include SVHEC Operations planning and scheduling records and accounting records.