

# 2014-16 Strategic Plan

## Southern Virginia Higher Education Center [937]

### Mission

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

### Vision

By enabling the citizens of Southern Virginia to achieve "educational victories" in the form of for-credit credentials including degrees, certificates, and diplomas, and industry-recognized certifications, SVHEC is contributing to the long-term economic strength of the region.

### Values

SVHEC leaders, staff, and stakeholders believe in the power of education to transform the lives of individuals and the communities in which they live.

SVHEC leaders, staff, and stakeholders believe collaboration yields creative solutions that leverage scarce resources.

SVHEC leaders, staff, and stakeholders believe in trying new approaches in order to meet changing educational and workforce demands.

SVHEC leaders, staff, and stakeholders believe in harnessing technology to improve educational, workforce, and research outcomes.

### Finance

#### Financial Overview

The Southern Virginia Higher Education Center's (SVHEC) facilities, operations, and services are supported by both general and nongeneral fund dollars. General fund support supplies approximately half (50-55 percent) of the resources required to operate SVHEC facilities and to provide personnel who (a) support SVHEC educational partners and their students, (b) deliver workforce services to local and regional employers, and (c) provide applied research services to industry. Nongeneral funds make up the balance of the funds required to support SVHEC programs and services. Nongeneral funds are nonrecurring and are comprised of grants, donations, partner and tenant fees, and fee-based training and services. Because unfavorable budget predictions signal flat general fund growth, demand for nongeneral funds will increase in order to support demand-driven growth for SVHEC workforce development programs and services.

#### Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	2,347,894	2,058,495	2,348,360	2,058,925
Changes to Initial Appropriation	-117,395	4,152,000	-117,395	3,152,000

*(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)*

### Customers

#### Anticipated Changes to Customer Base

The Southern Virginia Higher Education Center (SVHEC) serves customers in four distinct yet related groups:

- Public and private two and four-year institutions of higher learning:** SVHEC provides more than 100,000 square feet of high-tech educational facilities, equipment, and technology along with a comprehensive array of support services that allow a host of higher education partners to offer more than 125 diploma, certificate, and degree programs to a historically underserved rural population. Without SVHEC-provided facilities and resources, educational partners could not afford to provide this level of educational access to the region.
- Regional employers:** SVHEC provides workforce assessment, consulting, customized programming, and support to regional employers whose sustained competitive advantage depends on a skilled workforce and applied technological innovations.
- Students:** Through its collaborative relationship with public and private higher education partners and with regional industry, SVHEC provides educational access to students enrolled in for-credit higher education programs as well as students enrolled in noncredit workforce development and training programs.
- Regional organizations:** Regional organizations increasingly are utilizing the SVHEC's facilities, equipment, and services for local and regional events.

The numbers served in each of these categories have increased each year since the Center became a state agency, with the exception of students in for-credit programs; this category has seen a slight decrease since 2012, consistent with nationwide trends in higher education enrollments.

## **Public and private two and four-year institutions of higher learning**

Located on the service area fringes of the closest community colleges and more than 75 minutes from the nearest state-supported four-year institution, the SVHEC provides vital educational access and workforce training to an under-served rural population by forging unique alliances with a variety of academic and industry partners. Among those partners are two community colleges serving localities to the east and to the west of the SVHEC; three public research universities; the Virginia affiliate for the National Association of Manufacturers; and two non-degree granting institutions of higher education, who with the SVHEC form the Southside Higher Education Coalition. More information about SVHEC partners can be found in the “Partners section” of this Strategic Plan.

## **Regional employers**

### *General and customized workforce training*

The SVHEC’s Workforce Services division offers both general and customized training for regional industry to ensure that current and future workforce needs are met. Training programs include those developed and delivered in collaboration with the Center’s educational and industry partners, as well as SVHEC proprietary programs. An example of the former is the Work Ready Initiative, a three-year grant-funded training program for one of Halifax County’s largest manufacturers; the SVHEC managed the overall program and collaborated with other highly qualified partners for delivery of some program content. An example of the Center’s proprietary offerings is its signature Work Ready Foundations® (WRF) program, which serves to develop a pool of job-ready candidates earning nationally-recognized Career Readiness Certificates (CRCs). In 2014, the WRF program achieved an 86% job placement rate among completers.

SVHEC Workforce Services also provides training tailored to the specific needs of regional employers. An example is a multi-year training pilot program customized to meet the needs of over 400 workers employed by one of Halifax County’s largest manufacturers. Industry workforce training needs will also be met through the newly launched SVHEC Welding Training Program, SoVA Center for Manufacturing Excellence (SoVA CME), and Information Technology (IT) Academy, all developed in response to regional industry demand and designed with the input of employers whose future labor needs will be filled by these programs.

### *Applied research and development services*

In addition to meeting the educational and training needs of individuals, the SVHEC also serves business and industry through technological innovation. The SVHEC’s Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE) works to advance the knowledge and competitive capabilities of regional industry through transfer of technology. R&D CAMEE works with industry and university researchers to develop innovative product design, materials, and advanced manufacturing techniques, and to subsequently move those products, materials, and techniques into the hands of regional industry.

Examples of this work include parts prototyping and fabrication for a locally-based but nationally-known high performance automotive engineering and manufacturing company, TMI Autotech, Incorporated (Alton, VA). R&D CAMEE combines staff expertise and technologically-advanced machining assets, including a Computer Numeric Controlled (CNC) water jet to quickly and efficiently produce parts to specification for TMI’s high performance vehicles. The ability to acquire these parts quickly and in a cost-effective manner allows TMI to minimize the time to commercialization for its products.

## **Students**

### *College degree students (credit-based programs)*

The SVHEC’s academic partners, including community colleges and four-year institutions, provide students seeking credit-based higher education with access to more than 125 degree and certificate programs at the Center. In the SVHEC’s early years (1986-2000), the majority of students were working adults taking classes on a part-time basis. Some were returning to finish a degree while others were beginning college courses for the first time. Since 2000, there has been a significant increase in the proportion of traditional (18-24 year old) college students pursuing degree programs at the Center. For many students in Southern Virginia, the programs offered by the SVHEC’s academic partners on or through the SVHEC campus provide an affordable and geographically accessible education option compared to residential higher education programs outside of the region. The partners provide enrollment, advising, and financial aid support services to their students choosing a program offered at the SVHEC.

### *Career training and workforce development students (noncredit, credential-based programs)*

The SVHEC also serves students regionally by being a facilitator of workforce training. This includes analyzing regional workforce needs, identifying existing training resources among education and industry partners, and connecting individuals with the programs they need. Where training solutions do not exist, the SVHEC Workforce Services division works collaboratively with education and industry partners to develop and offer the programming needed. The SVHEC’s Center of Nursing Excellence (CNE) is an example of this collaboration. With partners Danville Community College and Southside Virginia Community College, the CNE supports clinical and simulation training for all levels of nursing and for other healthcare providers.

The SVHEC is increasing programming to address the regional shortage of skilled trades and technology workers. In summer 2014, the SVHEC matriculated its first two cohorts in the new Welding Training Program, funded with the support of the Virginia Tobacco Indemnification and Community Revitalization Commission (Tobacco Commission). The Tobacco Commission has also recently awarded funding to the SVHEC in partnership with Southside Virginia Community College and Danville Community College to establish the Southern Virginia Center for Manufacturing Excellence (SoVA CME). This regionally-distributed training model was developed in response to industry demand, as documented in labor market analyses provided by the Boston Consulting Group. The SoVA CME offers students advanced and specialty-level training in preparation for industry-recognized credentials conferred by: American Welding Society (AWS); National Institute for Metalworking Skills (NIMS) for precision machining and industrial maintenance; and Siemens Corporation for industrial maintenance. The SoVA CME training cohorts will begin in fall 2015. The SVHEC is establishing a similar initiative, also supported by Tobacco Commission funding, in the form of the SVHEC Information Technology Academy (ITA), which will provide short-duration training programs to prepare students for industry-recognized IT credentials in demand by regional employers. All of these programs offer students the opportunity to pursue training and industry-recognized credentials without leaving the region. The programs are also designed to accommodate working adults through flexible scheduling, and evening and weekend classes.

Demand for workforce training programs has increased every year, with over 5,000 individuals receiving workforce training at the SVHEC since the establishment of the Workforce Services division in 2009. The SVHEC is an approved Pearson VUE testing center and is able to meet the regional needs of individuals and businesses whose employees are pursuing industry-recognized certifications.

## Regional organizations

### *Organizational conferences, meetings, and events*

The SVHEC supports local and regional businesses, PreKindergarten-12 (PreK-12) educators, and community-based organizations with meeting space, technology, and logistic assistance for meetings, conferences, and other events. With funding from the Virginia Tourism Corporation, the SVHEC has partnered with The Prizery (Halifax County's Community Arts Center), and the Halifax County Department of Tourism to provide coordinated meeting space and services; this initiative is known as the "Bruce Street Conference Facilities," named for the street where the SVHEC and The Prizery are located (see <http://www.brucestreet.org/>).

### *Individuals attending conferences, meetings, and events*

An estimated 1,200 individuals annually attend events held by businesses and community-based organizations at the SVHEC. This number is expected to increase over the current biennium with the establishment of the Bruce Street Conference Facilities partners (see section above) The numbers in the Customer Table (below) reflect the portion of the Bruce Street Conference Facilities initiative that are attributable to the SVHEC alone.

## Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Adult Workforce / GED Student	Students enrolled in workforce training programs, including those leading to industry-recognized credentials, at the Southern Virginia Higher Education Center	1,000	1,500	Increase
Consumer	Individuals attending conferences, meetings and events at the Southern Virginia Higher Education Cen	1,200	2,000	Increase
Higher Education Students	Students enrolled in for-credit higher education programs at the Southern Virginia Higher Education Center	2,500	6,000	Increase
Manufacturing	Industry organizations whose labor force receives training at the Southern Virginia Higher Education Center	12	50	Increase
Manufacturing	Industry organizations receiving applied research services through the Research & Development Center for Advanced Manufacturing & Energy Efficiency	25	40	Increase
Organization	Organizations using the Southern Virginia Higher Education Center facilities for conferences, meetings, and events.	100	150	Increase

## Partners

Name	Description
Averett University	Averett offers bachelor's and master's degrees in Business Administration, and master's degrees in Education (Curriculum & Instruction). Beginning fall 2014 Averett is offering online Registered Nurse (RN)-to-Bachelor's of Science in Nursing (BSH) programs. Two additional master's programs, one in special education and the other in administration supervision, are under development and will be offered in spring 2015. These programs are designed for working adults.

Commonwealth Graduate Engineering Program (CGEP)	The CGEP is consortium of five Virginia public universities (George Mason University, Old Dominion University, University of Virginia, Virginia Commonwealth University, and Virginia Tech. ) offering master's degrees in engineering via distance learning. There are 19 graduate engineering programs in 10 different disciplines available through the CGEP. SVHEC is a distance learning site for the CGEP, providing access to the program in the Southern Virginia region.
Danville Community College (DCC)	DCC offers a number of career studies certificates and diplomas, as well as Associate's degrees in Arts & Science and in Applied Arts & Science. A variety of program majors are available.
GENEDGE ALLIANCE (GENEDGE)	GENEDGE is a unit of the Commonwealth of VA and long-term affiliate of the National Institute of Standards and Technology Manufacturing Extension Partnership program. GENEDGE provides technical assistance, curriculum, and delivery for some of the Southern Virginia Higher Education Center's (SVHEC) workforce training initiatives.
Institute for Advanced Learning and Research (IALR) via the Southside Higher Education Coalition	The Institute for Advanced Learning & Research (IALR) in Danville is a non-degree granting higher education center and is a member, along with the Southern Virginia Higher Education Center (SVHEC) and New College Institute, in the Southside Higher Education Coalition. Each coalition member focuses on a different post-secondary emphasis and has agreed to cross-deliver programs where possible to avoid regional programmatic duplication and to make efficient use of resources.
Longwood University (LU)	Longwood offers master's degrees in Educational Leadership and Community & College Counseling through onsite instruction. Additionally, Longwood offers courses towards teacher licensure, elementary education, special education, and literacy & culture either online or onsite at the SVHEC, as demand warrants.
New College Institute (NCI) via the Southside Higher Education Coalition	New College Institute (NCI) in Martinsville is a non-degree granting higher education center and is a member, along with the SVHEC and NCI, in the Southside Higher Education Coalition. Each coalition member focuses on a different post-secondary emphasis and has agreed to cross-deliver programs where possible to avoid regional programmatic duplication and to make efficient use of resources.
Old Dominion University (ODU)	ODU offers bachelor's, master's, and doctoral degrees through video streaming and web-based delivery, including online synchronous conferencing.
Southside Virginia Community College (SVCC)	SVCC offers Associate's degrees in Arts & Sciences and in Applied Arts & Science, as well as a number of career studies certificates and diplomas. A variety of program majors are available.
University of Virginia (UVA)	UVA is both a post-secondary program provider for and research partner the SVHEC. SVHEC also participates in the UVA Engineers PRODUCED program through the community colleges. Engineers PRODUCED is an outreach initiative to bring undergraduate engineering education to communities throughout Virginia. The SVHEC's Research & Development Center for Advanced Manufacturing and Energy Efficiency (R&D CAMEE) works with UVA's School of Architecture and Engineering to develop energy-efficient affordable housing construction techniques and materials. Projects include pre-fabricated energy-efficient housing units that can be erected quickly for disaster recovery housing and energy-efficient housing for low-income residents.
Virginia Manufacturers Association (VMA)	VMA is the Virginia affiliate for the National Association of Manufacturers and works to development the supply of skilled workers needed to keep Virginia manufacturers competitive. VMA collaborates with the SVHEC as a founding member of the Manufacturing Skills Institute (MSI) at the SVHEC, provides training content and delivery, and supports collaborative marketing for SVHEC workforce training in the skilled trades areas.
Virginia Polytechnic Institute & State University (VT)	VT offers courses in water quality courses at the SVHEC through its Civil Engineering program. The SVHEC's R&D CAMEE works with Department of Sustainable Biomaterials in the College of Natural Resources to develop energy-efficient, affordable housing construction techniques and materials. Projects include cross-laminated timber panels made from Southern Yellow Pine and select hardwood species.
Virginia Technical Institute (VTI)	VTI provides National Center for Construction Education & Research (NCCER) sponsorship for the SVHEC Welding program, as well as curriculum and program delivery in welding and other skilled craft trades programs for industry credentials.

## Agency Goals

- **Provide accessible, affordable, and relevant post-secondary education and training to all citizens of the Southern Virginia region.**

### Summary and Alignment

The Southern Virginia Higher Education Center (SVHEC) was originally established in 1986 as the "Continuing Education Center" to offer post-secondary educational opportunities in Halifax County where there were none. In 2005 the General Assembly recognized the need to address long-standing barriers to post-secondary education and workforce training across the entire southern Virginia region and passed legislation to create the SVHEC as an institution of higher education and a state agency. Today's SVHEC works collaboratively through a partnership affiliation structure that includes both for-credit degree-granting institutions and organizations conferring noncredit industry-recognized credentials. Through these relationships and the breadth of programs and services offered at the Center, the SVHEC is able to meet the goal of providing accessible, affordable, and relevant post-secondary and training to citizens of the Southern Virginia Region. The SVHEC's community college partners offer students a particularly affordable entrée into higher education and the four-year partners offer bachelors, masters, and doctoral programs students can complete while living and working locally. Financial aid services are available onsite to all students at the Center though Danville Community College's federal TRIO grant, and scholarship assistance is available through the

SVHEC's partner and benefactor, the Halifax Educational Foundation. The SVHEC also works to find and/or develop financial aid support for students in noncredit training programs; this is a critical initiative as many students in the Southern Virginia region lack financial resources for post-secondary education and training, and conventional forms of financial aid do not currently extend to noncredit programs of study. The Center actively engages industry in supporting noncredit workforce training with tuition assistance for students demonstrating need. Students also receive the benefit of support services from the SVHEC's Career and Academic Resource Services (CARS) office. The CARS office helps new students navigate the educational process by conducting career assessments, which are then matched with jobs in demand so that students can be referred to the partner program best matching their needs. Programming offered at the SVHEC is and will remain relevant because the Center and its partners use data-driven decision making based on sound labor market analyses and input from regional industry to determine programming needs. The SVHEC regularly elicits input from the Halifax County Chamber of Commerce's Senior Executive Roundtable. The SVHEC Workforce Services division also conducts in-depth interviews with industry key informants and periodically convenes the Workforce Forward Forum to facilitate the exchange of information among industry, educators, and economic development staff. Where programs and resources do not exist to meet industry need, the SVHEC works with industry to develop and offer programs. Many of the SVHEC's students would not, for financial and location reasons, be able to pursue post-secondary education and training were it not for the existence of the Center in the heart of the Southern Virginia region. This goal aligns with both the SVHEC's mission and the Commonwealth's Education Enterprise Strategic Priority of promoting greater post-secondary education and training access and affordability for all Virginians. The SVHEC will continue to work collaboratively with public and private education and industry partners across the region to expand access to affordable and relevant post-secondary opportunities as a means to a better economic future for Southern Virginia citizens.

#### Associated State Goal

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

#### Associated Societal Indicator

Educational Attainment

#### Objectives

- » **Increase the number of students enrolled in and completing associate's, bachelor's, master's, doctoral degrees, diploma, certificate, career studies certificate, and other for-credit 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.

##### Measures

- ◆ Number of students enrolled in for-credit courses offered in Southern Virginia Higher Education Center-based post-secondary educational programs, including associate, bachelor, master, and doctoral level programs and career studies certificate programs.

- **Elevate the levels of educational and skills preparedness of the workforce in order to enhance economic development in the Southern Virginia region.**

#### Summary and Alignment

Programming offered at the SVHEC is not just focused on elevating the regional education and workforce preparedness levels of today: the Center is focusing on preparedness that meets critical industry need now and in the future. Working from a new perspective on what "workforce readiness" means in today's economy, the Southern Virginia Higher Education Center (SVHEC) collaborates with strong public and private academic and industry partners to advance the region's economic development through its human capital. The SVHEC solicits input regularly from regional employers and works collaboratively with academic and industry partners to develop innovative post-secondary for-credit and noncredit programs that address employer needs. These programs are supported with technologically advanced equipment and experiential learning opportunities reflecting actual workplace settings and experiences. The SVHEC also works to find or develop financial aid support for students in noncredit training programs; this is a critical initiative as many students in the Southern Virginia region lack financial resources for post-secondary education and training, and conventional forms of financial aid do not currently extend to noncredit programs of study. By serving as an innovator and collaborator, the SVHEC has emerged as a "change agent" contributing to the development of a skilled and ready workforce, strengthening local economies, and enabling the region as a whole to prosper. The strategic efforts of the SVHEC and its partners will ultimately transform Southern Virginia into a region where current industries thrive, new industries seek to locate, and individuals want to live and work. This goal is aligned with both the SVHEC's mission and the Commonwealth's Workforce Enterprise Strategic Priorities of: 1) Aligning Virginia's workforce to meet current and anticipated employer demands with career pathways and training solutions for dislocated, underemployed, and future workers; 2) Establishing goals and identifying ways to increase statewide credentials that align with employer current and future needs. 3) Facilitate in-demand skills sets for Virginia's new economy, while fostering private sector innovation and entrepreneurship.

### Associated State Goal

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

### Associated Societal Indicator

Educational Attainment

### Objectives

- » **Increase the number of workers with workplace skills that the Commonwealth's businesses and industry require to remain competitive by increasing the number of industry-recognized credentials conferred through workforce development programs offered by the SVHEC.**

#### Description

The Southern Virginia Higher Education Center (SVHEC) provides programming, services, and resources to align Virginia's workforce to meet current and anticipated employer demands. The SVHEC Workforce Services division assists the unemployed, underemployed, and incumbent workers with identifying career pathways and accessing training solutions that prepare them for the jobs of today and tomorrow.

#### Objective Strategies

- 1. The Southern Virginia Higher Education Center's Workforce Services division works collaboratively with higher education and industry partners to identify skills needed and to offer education and training programs to meet those needs.
- 2. Where programming is not available to meet the identified needs, The Southern Virginia Higher Education Center's Workforce Services division develops programming to address the need.
- 3. The Southern Virginia Higher Education Center's (SVHEC) Workforce Services division works to find financial assistance solutions for students pursuing non-credit workforce training, for which traditional sources of financial aid are not usually available. The SVHEC encourages industry to participate in collaborative partnerships to find workforce training financial assistance solutions.

#### Measures

- ♦ Number of credentials conferred through workforce development programs offered by Southern Virginia Higher Education Center (SVHEC).

- **Strengthen pathways from Prekindergarten-12th grade (PreK-12) education and workforce training, especially in the areas of science, technology, engineering, math, and healthcare (STEM-H).**

#### Summary and Alignment

For decades many of Southern Virginia's citizens worked in agriculture, especially tobacco production, and in traditional manufacturing. Most of these jobs required little or no post-secondary preparation, so generations of the region's citizens grew up unaccustomed to planning for education past high school. This expectation began to change in the 1990's as tobacco production and traditional manufacturing became casualties of permanent structural changes in the region's economy. The regional workforce was not ready for employment in sectors that began to replace the former economic "pillars" of manufacturing and tobacco production. Jobs in these emerging sectors, which include advanced manufacturing, information technology, healthcare, and education, require very different skills sets and knowledge compared to traditional manufacturing and tobacco production jobs. Planning for and access to post-secondary education and training is imperative now for all students and efforts to facilitate this planning are targeted at students as young as elementary school-age. The Southern Virginia Higher Education Center (SVHEC) works with Pre-kindegarten-12th grade education systems, post-secondary academic and training partners, and industry to engage students in education and career readiness planning. The SVHEC Student Services and Partner Relations division, with its associated Center for Academic and Resource Services (CARS) office, develops and implements outreach and enrichment programs throughout the academic year for PreK-12 students in the region. The programs focus on ensuring that students learn about and plan for post-secondary education and training opportunities, especially in high-demand career areas of science, technology, engineering, math, and healthcare (STEM-H). Other SVHEC divisions and programs support these initiatives and join the Student Services and Partner Relations division to offer "hands-on" learning opportunities. The SVHEC is committed to engaging PreK-12 students early to keep them in the "education and career readiness" pipeline, especially in STEM-H areas. This goal reflects the Commonwealth's Enterprise Strategic Priority of the same name.

### Associated State Goal

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

### Objectives

- » **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.

#### 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).

### • **Advance the knowledge and competitive capabilities of industry through transfer of technology in the form of applied research results and innovative manufacturing techniques.**

#### **Summary and Alignment**

R&D CAMEE’s mission is to transform the remaining manufacturing sector in the region, attract new manufacturing businesses and their supply chains, and return this sector to a nationally and globally competitive position through innovation and technology. To reach this goal, R&D CAMEE engages in the full spectrum of applied research in advanced manufacturing and energy efficiency, from study design in collaboration with industry and university research partners, to transfer of new knowledge and advanced methods and materials back to industry. R&D CAMEE works in collaboration with and serves research universities, national labs, regional industries and entrepreneurs, and national CAD-CAM and equipment distributors (Siemens). In addition to conducting applied research projects, and providing design, fabrication, and training services to industry, R&D CAMEE also hosts meetings, conferences, and workshops for industry, educational, and community organizations. R&D CAMEE has demonstrated commitment to its role as: • A partner to industry and a catalyst for innovation in identifying and applying techniques, technologies and processes of advanced manufacturing and energy efficiency; • A provider of advanced manufacturing practices, education and a leader in using non-traditional and experiential learning methods to shorten the skill gap between manufacturing industry needs and competency levels of current and future employees; and • A collaborator with other educators, industry leaders, economic development organizations and entrepreneurs sharing the goal of supporting manufacturing and creating jobs in Southern Virginia. R&D CAMEE’s purpose and work via transfer of technology align with the Commonwealth’s Enterprise Strategic Priority of “advancing the knowledge and competitive capabilities of industry.” While the SVHEC’s for-credit and noncredit programs strengthen the region’s workforce through education and training, R&D CAMEE also strengthens regional industry and its workforce through advancement of applied advanced manufacturing and energy efficiency research knowledge.

#### **Associated State Goal**

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

#### **Associated Societal Indicator**

Employment Growth

#### **Objectives**

- » **Increase the number of businesses assisted by the Southern Virginia Higher Education Center’s Research & Development Center for Advanced Manufacturing & Energy Efficiency through transfer of technology in the form of design, prototyping, production, and training services, and sharing of applied research results.**

#### *Description*

The Southern Virginia Higher Education Center’s (SVHEC) Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE) contributes to economic development and strengthening the competitive business advantage of regional and state manufacturing entities. R&D CAMEE service to industry is primarily conferred through transfer of technology, taking applied research results and putting them in the hands of manufacturers in the form of new manufacturing technologies, techniques, and materials. In this role, R&D CAMEE serves to advance Virginia’s competitive business climate and enable the Commonwealth to maintain the designation as the best state for business.

#### *Objective Strategies*

- 1. R&D CAMEE pursues applied research funding for projects that benefit the state’s advanced manufacturing industry, engaging industry as partners within the research projects and seeking to effect transfer of technology to industry in the form of research results.
- 2. R&D CAMEE provides design, prototyping, fabrication, and consulting services to the state’s manufacturing industry to bridge gaps in resources and knowledge, and to leverage existing knowledge and assets,

#### Measures

- ◆ Number of businesses assisted by Southern Virginia Higher Education Center's (SVHEC) Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE) through transfer of technology in the form of design, prototyping, production, and training services, and sharing of applied research results.

• **Practice sound fiscal management to ensure long-term sustainability of the Southern Virginia Higher Education Center.**

**Summary and Alignment**

Since its inception in 1986, the Southern Virginia Higher Education Center (SVHEC) has grown to become a vital economic driver, delivering educational and workforce benefits that reach beyond Southern Virginia to the entire Commonwealth. The Center's ability to maintain and expand these benefits is dependent on adequate funding and good fiscal stewardship. Since becoming a state agency in 2005, SVHEC leadership has steadily improved the Center's financial position and pursued a sustainable business model. While employing fiscally conservative spending practices, the SVHEC leaders have also succeeded in: 1) having the Center's state appropriation better aligned with the resources the Center requires to meet its mission; 2) developing a fee-based partner-affiliation model to ensure that the costs of services and technology provided are shared more equitably by the Center's academic partners; 3) impressing upon the localities the educational and economic impacts of the Center, so that they are investing resources to ensure those impacts continue; 4) attracting more grant and contract awards, allowing the Center to leverage resources and engage in projects to meet its mission; and 5) developing and offering fee-based training programs to meet the workforce needs of regional industry. While the SVHEC's current leadership has improved the Center's funding model and financial position, achieving a long-term sustainable business model will require continued diligence, innovative thinking, and continual adjustment, especially in response to rapid and unforeseen changes to the business and economic environment. The SVHEC is committed to excellence in fiscal stewardship and fostering a long-term sustainable business model.

**Objectives**

» **Maintain or reduce direct operating costs associated with supporting course enrollments during the fiscal year.**

*Description*

Southern Virginia Higher Education Center staff practice good fiscal stewardship in order to maximize post-secondary education and workforce training opportunities offered through the Center. Maintain or reducing direct operating costs required to support course enrollments supports long-term fiscal stability of the Center.

*Objective Strategies*

- The Southern Virginia Higher Education Center has in place policies to ensure that all spending commitments are analyzed and reviewed prior to expenditure.
- The Chief Finance & Operations Officer meets regularly with finance staff to review expenditures.

*Measures*

- ◆ Ratio of Direct Operating Costs to Course Enrollments During the Fiscal year

**Major Products and Services**

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

- For-credit programming that affords access to more than 125 degree and certificate programs through affiliations with multiple academic partners and the SVHEC's partners in the Southside Higher Education Coalition;
- Programming and support for workforce training and attainment of industry-recognized credentials through the Southern Virginia Center for Manufacturing Excellence (SoVA CME), the SVHEC IT Academy, and Workforce Services @ SVHEC initiatives;
- 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);
- Outreach programming and support for non-credit programs to engage Prekindergarten-12th grade (PreK-12) in science, technology, engineering, math, and healthcare (STEM-H) academic and career pathways;
- Support services including administrative, technology, custodial services, conference space logistics, and public information to students, educational partners, workforce and community 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 educational partners and their programs, with capacity to add partners and programs. The agency is a leader in advanced manufacturing training and applied research, and has made significant investments in this area. The SVHEC-Innovation Center houses \$1.5 million in advanced manufacturing equipment and the Research & Development Center for Advanced Manufacturing and Energy Efficiency (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 construction materials and techniques, with a focus on energy-efficient affordable housing solutions.



In response to regional industry and economic development needs, the SVHEC has developed innovative workforce training initiatives leading to industry-recognized certifications. These programs are short in duration and are designed to meet industry-identified needs to ensure availability of a skilled workforce needed now and in the future.

Other strategic initiatives undertaken by the SVHEC to support operations and ensure the Center's sustainability include: 1) increasing facility usage through marketing the SVHEC's conference facilities in collaboration with Halifax County Tourism and the Community Arts Foundation's Prizery facility; 2) adjusting the SVHEC business model to include fee-based partner affiliation agreements; 3) attaining approval to operate as a fee-for-service Pearson VUE™ Testing Center; and 4) developing and providing tuition-based noncredit workforce training programs for industry-recognized certifications.

## Performance Highlights

Since the Southern Virginia Higher Education Center (SVHEC) is not a degree-granting institution, graduation rates are not an appropriate measure of institutional performance. Three of the SVHEC's four key performance measures are instead based on the work done by the agency to support the Virginia Higher Education Opportunity Act of 2011, also known as the "Top Jobs Acts" or "TJ21," which calls on Virginia's institutions of higher education to create or enhance programs that lead to 1) more college graduates, greater employability, and a strong economy for the future of all Virginians; 2) preparation of a skilled workforce to meet industry needs today and in the future; 3) an increase in the number of science, technology, engineering, math, and healthcare (STEM-H) graduates in the Commonwealth. The fourth key measure reflects the Commonwealth's Enterprise Strategic Priority of "advancing the knowledge and competitive capabilities of industry." This priority is fundamental to the mission of the SVHEC's Research & Development Center for Advanced Manufacturing & Energy Efficiency whose staff work to ensure transfer of technology, in the form of applied research results, to industry. In addition to the agency's key performance measures, data are collected and analyzed for an additional productivity measure: the ratio of direct costs to number of course enrollments. This measure guides agency productivity in terms of efficient resource allocation.

While decreases in for-credit enrollments at the SVHEC reflect the national trend as the economy and job markets recover, overall enrollments at the Center are projected to increase with the advent of noncredit workforce training programs in FY 2015. These programs will prepare students for industry-recognized credentials, a new SVHEC measure as of FY 2015. The noncredit workforce training programs have been developed with input of key industry stakeholders to ensure that a skilled labor force matched to industry need is available today and in the future. The pipeline of workers, especially in STEM-H areas, begins at the Prekindergarten-12 grade (PreK-12) level and the SVHEC's newly established Career and Academic Resources office has provided a record number of PreK-12 outreach activities in FY 2014. The SVHEC improved its productivity measure in FY 2014, despite an increase in some expenditure categories (rent, utilities).

## Staffing

Authorized Maximum Employment Level (MEL)	43
Salaried Employees	30
Wage Employees	19
Contracted Employees	0

## Key Risk Factors

### FUNDING

The Southern Virginia Higher Education has improved its position in terms of operating funds in the past few years through the establishment of cost-share agreements with its partners, funding support from the localities of Halifax County and South Boston, and increased state appropriations. Additionally increases in facility usage fees, fee-based training programs and support services have improved the resources for operation.

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 non-general funding; approximately 40 percent 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. Increased general funds appropriations for key personnel would alleviate this threat.

### 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 weather the economic downturn and slow recovery of the past six 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 post-secondary education and workforce training 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. A new lease agreement for the two SVHEC-occupied buildings, owned by the Halifax Educational Foundation (“Foundation”), is due to be negotiated in 2015. While the Foundation has been willing to accept a token amount for rent (one dollar per year) for the second building that came on line in 2011, the Foundation plans to request an increase to the market-rate when the lease is renegotiated in 2015. Lease payments for the two buildings are then expected to balloon from \$680,000 to approximately \$1.34 million annually, an amount that would siphon funds vital to maintaining current operations and critical to supporting the new initiatives that collectively are advancing the SVHEC’s economic development mission. The cost and feasibility of relocating are prohibitive, therefore the SVHEC seeks instead to purchase both buildings, an arrangement that will be in the long-term best interest of the Commonwealth.

## 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.

## Management Discussion

### General Information About Ongoing Status of Agency

The Southern Virginia Higher Education Center (SVHEC) is focused on preparing Southern Virginia’s workforce for jobs of today and tomorrow, in the knowledge and creative economies, by providing affordable access to workforce training programs and by implementing new programs focused in science, technology, engineering, math, and healthcare (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 oversaw the development of the customized training and manages the implementation of the project. Without this training, the Commonwealth and Southern Virginia could have lost a valuable employer.

A new collaboration with Virginia Technical Institute (VTI) has brought a welding training program to Halifax County, broadening the agency’s workforce training reach and strengthening the skilled workforce pipeline for the region. 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’s work supports the Virginia Higher Education Opportunity Act of 2011 (“TJ21”). 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 has been a partner with the community colleges 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, has implemented a 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.

### Information Technology

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 authorization network, and a virtualized desktop environment [also wide area network (WAN) accessible] supporting over 200 student computers in 9 computer classrooms and a 20 laptop mobile lab. The laptop mobile lab computers are available for check-out by students for daily use through our campus. The SVHEC’s campus includes 27 classrooms, all equipped digital audio-visual (AV) projection systems, plus an 80 seat tiered conference center equipped with dual high definition (HD) projection systems and digital audio-visual presentation technology. The SVHEC’s Innovation Center has two Mac-based Digital Technology & Design/Computer Aided Drawing (CAD) labs each housing 20 computers, three dimensional (3D) printers, a reverse engineering robotic arm, and CAD/Computer Aided Machining (CAM) workstations running Siemens’ GO PLM and Tecnomatix software.

Through interagency collaboration, the SVHEC’s educational partners are able to deliver distance education using the Southern Virginia Education Network (SVEN), a private fiber optic regional network with a 100 Megabyte shared Internet gateway. Utilizing SVEN and its Internet gateway allows for multiple distance education classes utilizing HD video conference systems from educational partners including Danville Community College, Longwood University, Old Dominion University, Southside Virginia Community College, University of Virginia, Virginia Tech; and collaborative partners including the Southern Virginia Regional Technology Consortium (SVRTC) (Prekindergarten-12th grade regional consortium) and Lake Country Distance Education Center. The SVHEC also serves as a distance learning site for Old Dominion University. In addition, the SVHEC provides facility and information technology (IT) support to the Virginia Advanced Study Strategies (VASS), a 501(c)(3) non-profit organization created in 2007 to support Virginia schools in achieving academic rigor in math, science, and English.

### Estimate of Technology Funding Needs

### Workforce Development

The Southern Virginia Higher Education Center (SVHEC) responded to budget revisions in recent years with strategic efforts to streamline operations for maximum efficiency. Positions deemed not to be mission critical have been eliminated or re-assigned. Operational processes have been streamlined and automated where appropriate to increase efficiency and improve customer service; some functions have been become

“customer directed” allowing customers (students, partners, and SVHEC clients) more autonomy and reduced dependence on SVHEC staff. These efforts have succeeded such that operational efficiency and effectiveness increased at the same time that functional demand on staff, mostly through enrollment increases and new program implementation, has also been increasing. Most changes required staff members to receive specialized training and professional development. The SVHEC has provided a number of resources, including consultants as well as in-house training, to ensure staff received the training they needed. Professional development is part of the institutional culture of the SVHEC and is promoted among staff for continuous quality improvement.

Current SVHEC staffing is not “at risk” of attrition due to retirement, and to date most recruitment to fill vacant positions has not been an issue, with the exception of recruitment for Project Manager in the Research & Development Center for Advanced Manufacturing and Energy Efficiency (R&D CAMEE) in FY 2014. This position required advanced Computer-Aided Drawing (CAD) and Computer-Aided Machining (CAM) skills, and few qualified candidates were found (note: after two rounds of recruitment, the position was filled by a well-qualified applicant).

### Physical Plant

The Southern Virginia Higher Education Center (SVHEC) is housed in two facilities totaling 116,000 square feet. These buildings are former tobacco processing facilities that were renovated using historical tax credits and grant funds (including grants from the Virginia Tobacco Indemnification & Community Revitalization Commission). With these current facilities the SVHEC is able to meet the needs of its partners’ for classroom and office space.

The SVHEC does not own these buildings, but rather leases them from the Halifax Educational Foundation. The SVHEC’s ability to maintain and expand services supporting partners’ needs is jeopardized by the ownership structure of the facilities as mentioned above in Key Risk Factors. With a new lease agreement due to be negotiated in 2015, lease payments are expected to balloon from \$680,000 to approximately \$1.34 million annually. While the Foundation’s progressive role in leading the effort to construct these two buildings has been key to the SVHEC’s success, the Foundation has made it clear that maintaining and operating the buildings is neither their core competency nor in their long-term interest. Because there is so much valuable equipment and infrastructure in the two buildings, the SVHEC has no other viable alternatives than occupying these buildings for a considerable period of time. The cost of removing and relocating the assets would be prohibitive. The SVHEC therefore is submitting a capital budget request in order to purchase both buildings.

## Supporting Documents

Title	File Type
-------	-----------

## Administrative and Support Services [199]

### Description of this Program / Service Area

The Southern Virginia Higher Education Center (SVHEC) provides post-secondary education and training opportunities to approximately 2,000 degree-seeking students and 1,000 workforce training students annually through collaborative partnerships with for-credit degree granting institutions and industry organizations conferring credentials for assessment-based training. As recently as three decades ago, residents of Southern Virginia had little or no access to affordable post-secondary advancement opportunities within the region. Lack of access, coupled with an abundance of jobs that required no post-secondary preparation, resulted in a persistent low level of educational attainment documented for the region.

When the region's economic stalwarts of manufacturing and tobacco began to collapse in the late 1980's, the need for post-secondary preparation rose dramatically. The SVHEC, then known as the "Continuing Education Center," was established in 1986 as a county-funded initiative in a mobile unit on the grounds of Halifax County High School to offer community college courses. A year later, the CEC became an off-campus site for Longwood University, allowing the Center to offer classes towards a four-year degree while still offering community college classes.

By 2005 it had become imperative that access to post-secondary education and training be vastly expanded in the region to meet the needs of employers faced with structural economic changes. Much of the region's workforce was not ready for employment in the sectors that had begun to replace manufacturing and tobacco, including advanced manufacturing, information technology, healthcare, and education. Jobs in these sectors require skills sets and knowledge very different from that required in traditional manufacturing and tobacco production. Access to institutions and programs through which one could become prepared for jobs in the "new economy" was limited within the Southern Virginia region.

In establishing the SVHEC as an institution of higher education and a state agency on July 1, 2005, the General Assembly made inroads toward addressing the access problem. The agency was established not as a degree-granting institution itself, but rather as a collaborative "education facilitator," providing infrastructure (including facilities, technology assets, administrative and support staff, and technology) and bringing together education partners and citizens of the Southern Virginia region who might otherwise never have connected. The Center's name changed from the Continuing Education Center to the Southern Virginia Higher Education Center, and the focus became providing accessible, affordable education across the spectrum from General Education Development preparation to PhD programs. Since 2005, the SVHEC, in collaboration with its education and industry partners, has had a significant impact on the region, both in expanding access to and shifting the cultural valuation of post-secondary opportunities.

Today, the SVHEC's programs and services include:

- Associate, undergraduate, and graduate degree programs through accredited higher education partners;
- Healthcare training using high-fidelity simulation technology through the SVHEC Center of Nursing Excellence (CNE);
- Workforce training programs customized for regional industry through the SVHEC Workforce Services division;
- Workforce training programs in preparation for industry-recognized credentials through the SVHEC Workforce Services division;
- Advanced and specialty-level preparation and industry-recognized credentials in welding, precision machining, and industrial maintenance through the Southern Virginia Center for Manufacturing Excellence (SoVA CME);
- Testing services for professional credentials as a Pearson VUE Authorized Assessment Center;
- Design, prototyping, production, and training Services to industry through applied research in advanced manufacturing for business and industry at the SVHEC's Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE);
- Financial aid services through Danville Community College's federal TRIO grant;
- Literacy and continuing education services, including one-on-one tutoring and English as a Second Language (ESL) through the SVHEC's Volunteer Literacy Program; and General Education Development (GED) preparation through Southside Virginia Community College; and
- Program information, testing, and referrals through the SVHEC's Career and Academic Resources (CARS) Office.

The SVHEC's current accredited and certified higher education and training partners include: Averett University (AU), Danville Community College (DCC), the Commonwealth Graduate Engineering Program (CGEP), the Institute for Advanced Learning & Research (IALR), Longwood University (LU), New College Institute (NCI), Old Dominion University (ODU), Southside Virginia Community College (SVCC), Virginia Tech, and Virginia Technical Institute. GENEDGE is the region's National Institute of Standards and Technology (NIST) Manufacturing Extension Partnership Specialist and partners with the SVHEC for workforce training. The SVHEC is also a member, with IALR (Danville) and NCI (Martinsville) in the Southside Higher Education Coalition, a partnership through which classes and programs can be cross-delivered among the coalition sites. Remote content delivery to coalition sites and to other offsite partners is facilitated by Mid-Atlantic Broadband Community (MBC) Corporation's broadband infrastructure.

In addition to serving the region's post-secondary population, the SVHEC provides outreach to Prekindergarten-12th grade (PreK-12) divisions in the region, focusing primarily on connecting PreK-12 students to postsecondary learning pathways in the science, technology, engineering, math, and healthcare (STEM-H) areas. The SVHEC Division of Student Services and Partner Relations reaches over 3,000 PreK-12 students and their parents annually through outreach. The success of the outreach efforts is evident in the nearly 100 high school students who take Dual Enrollment courses annually for college credit through the SVHEC's Business of Technology & Design (BT&D) program.

The SVHEC also fosters partnerships between the public and private sectors to enhance post-secondary education and training opportunities in the region. Industry leaders, municipal representatives, and education partners serve on advisory councils for the SVHEC's Center of Nursing Excellence (CNE) and the Southern Virginia Center for Manufacturing Excellence (SoVA CME), allowing for efficient input and dissemination of expert information from those entities. Through advisory councils and other forms of public-private interface the SVHEC connects education and training to employment.

The SVHEC and its partners are providing individuals with advancement opportunity, strengthening local economies, and enabling the region as a whole to prosper. These efforts will ultimately transform Southern Virginia into a region where current industries thrive, new industries seek to locate, and individuals want to live and work.

## **Mission Alignment**

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 education, industry, workforce development, and coalition partners, 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 access to a broad range of post-secondary education and training programs for the citizens of Southern Virginia. SVHEC programs and services serve to promote economic development, economic vitality, and quality of life for the region's citizens.

## **Products and Services**

### **Description of Major Products and Services**

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

- ?•For-credit programming that affords access to more than 125 degree and certificate programs through affiliations with multiple academic partners and the SVHEC's partners in the Southside Higher Education Coalition;
- ??•Support services including administrative, technology, custodial services, conference space logistics, and provision of information to students, educational partners, workforce and community groups; and
- ?•?Programming and support for workforce training and attainment of industry-recognized credentials through: the Southern Virginia Center for Manufacturing Excellence (SoVA CME); the SVHEC Information Technology (IT) Academy; the Center of Nursing Excellence (CNE) training and simulation center; and other SVHEC Workforce Services initiatives including Work Ready Foundations© and the SVHEC Welding Training program.
- ??•Advanced manufacturing applied research services, including design, prototyping, fabrication, and training for business and industry through the Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE);
- ?•?Outreach programming and support for programs to engage Prekindergarten-12th grade (PreK-12) in science, technology, engineering, math, and healthcare (STEM-H) academic and career pathways;
- ?•?Facility and support services to business and community-based organizations for conferences, meetings, workshops, training, and other events.

?The SVHEC is equipped and staffed to support its current educational partners and their programs, with capacity to add partners and programs. The agency is a leader in advanced manufacturing training and applied research, and has made significant investments in this area.

The SVHEC's Innovation Center houses \$1.5 million in advanced manufacturing equipment and the Research & Development Center for Advanced Manufacturing and Energy Efficiency (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 construction materials and techniques, with a focus on energy-efficient affordable housing solutions.

In response to regional industry and economic development needs, the SVHEC has developed innovative workforce training initiatives leading to industry-recognized credentials. These programs are short in duration and are designed to meet industry-identified needs to ensure availability of the skilled workforce needed now and in the future.

Other strategic initiatives undertaken by the SVHEC to support operations and ensure the Center's sustainability include: 1) increasing facility usage through marketing the SVHEC's conference facilities in collaboration with Halifax County Tourism and the Prizery, Halifax County's

Community Arts Foundation; 2) adjusting the SVHEC business model to include partner affiliation agreements; 3) attaining approval to operate as a fee-for-service Pearson VUE™ Testing Center; and 4) developing and providing tuition-based noncredit workforce training programs for industry-recognized credentials.

### **Anticipated Changes**

To continue meeting its mission, the Southern Virginia Higher Education Center (SVHEC) will maintain its commitment to the core services listed above. In addition, the Center is committed to expanding services, both spatially and programmatically, in response to regional need.

The Center has a long track record of this type of responsiveness. In 2008, the SVHEC opened the Center of Nursing Excellence (CNE) in the 820 Bruce Street building to support the regional need for healthcare workforce training, especially in nursing. In 2011, the SVHEC opened a second building on the SVHEC campus: the Innovation Center, the repurposed former home of the American Tobacco Company bag factory to provide training space equipment for education, workforce training, and applied research program expansions. The Innovation Center also houses one of Virginia's six energy centers established through funding from the Virginia Tobacco Indemnification and Community Revitalization Commission. Known as the Research & Development Center for Advanced Manufacturing & Energy Efficiency (R&D CAMEE), this energy center works collaboratively with the SVHEC's education and workforce training partners, regional industry, and university researchers to develop and disseminate applied research solutions.

In the 2014-2016 biennium, expansion is happening again as newly-funded workforce development programs are implemented. The SVHEC Welding lab was recently completed in the Innovation Center and the first cohorts have begun classes. The SVHEC is supported in the launch of the welding program by collaborative partner Virginia Technical Institute (VTI) which serves as the Center's sponsor for affiliation with the National Center for Construction Education & Research (NCCER). The SVHEC was also awarded funding from the Tobacco Commission to establish the Southern Virginia Center for Manufacturing Excellence (SoVA CME). Working collaboratively to create a career training pathway, the community college partners will focus on preparing students at the foundational levels for in welding, precision machining, and industrial maintenance, and the SoVA CME will provide advanced and specialty-level training in those same fields. Thorough research and investigation into best practices identified these programs as those most critical to supporting existing regional industry and to attract new industry. Credentials will be conferred through the American Welding Society (AWS), the National Institute for Metalworking Skills (NIMS), and Siemens Corporation. Equipment acquisition, curriculum development and program planning are underway with the Initial SoVA CME cohorts expected to begin training in mid-2015.

Program expansion is also happening in the 820 Bruce Street building, the original building on the SVHEC's current campus. The SVHEC Information Technology (IT) Academy will begin training for CompTIA and other industry-recognized IT credentials in early 2015. Regional IT employers are partnering in the program, providing in-kind support and interview opportunities for credential completers.

The SVHEC's Center of Nursing Excellence (CNE), has expanded training offerings to include opportunities leading to American Heart Association certification in Advanced Cardiac Life Saving, Pediatric Advanced Life Saving, and Cardiopulmonary Resuscitation (CPR)/First Aid.

### **Factors Impacting**

Funding has the greatest impact on the Southern Virginia Higher Education Center's (SVHEC) ability to develop and deliver its products and services, and in turn continue to have positive impacts on regional economic development. The SVHEC is in the midst of developing a sustainable business model that reflects the realities of the slowly recovering and uncertain economy at a time when the higher education industry as a whole is experiencing dramatic changes, with many institutions searching for new ways to remain relevant and financially healthy. General operating funds, as well as funds for additional technology, programmatic development, furnishings and personnel continue to be the SVHEC's primary need. 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 operating funds from Halifax County and the Town of South Boston, the Center has developed a partner affiliation fee model to more fairly and equitably cover SVHEC resources expended in providing services to its education partners and students.

The Center's ability to continue meeting its mission is also jeopardized by the current ownership structure of the facilities it occupies. The SVHEC operates in two buildings it leases from the Halifax Education Foundation (Foundation). A new lease agreement is due to be negotiated in 2015, and while the Foundation has been willing to accept a token amount for rent (\$1 per year) for the second building that came on line in 2011, the Foundation plans to request an increase to the market-rate when the lease is renegotiated in 2015. Lease payments are then expected to balloon from \$680,000 to approximately \$1.34 million annually, an amount that would siphon funds vital to maintaining current operations and critical to supporting new initiatives that collectively are advancing the SVHEC's economic development mission. In August 2014, SVHEC submitted a capital budget request to the Virginia Department of Planning and Budget seeking to acquire the two buildings; owning, rather than leasing the buildings would facilitate the best possible business model for the agency and be most cost-effective to the Commonwealth in the long-term.

Beyond basic operating funding needs, the Center needs additional funds to successfully market SVHEC and partner programs throughout the region, especially to reach the many residents who reside outside of the region's few population centers. While SVHEC staff members have worked diligently to reach those residents, increased funding is critical to address this challenge.

In addition to monetary resources, 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. However, it is still difficult to attract programs from many of the Commonwealth's four-year universities, which have traditionally been reluctant to offer full degree programs to off-campus locations. Most recently, the SVHEC has expanded its partnerships to include workforce training providers and business and industry in order to produce the workforce regional employers need. The growing demand for competency-based post-secondary training by industry has fueled the progress these partnerships are making. Additional partnerships are being developed with Virginia's research 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.

**Financial Overview**

The Southern Virginia Higher Education Center’s (SVHEC) facilities operations and diverse services are supported by both general and nongeneral fund dollars. General fund dollars support between 50 to 55 percent of operations for the SVHEC facilities and personnel who provide services to educational partners and their students, workforce services to local and regional employers, and applied research services to industry. Nongeneral funds provide the remaining support needed for programs and services provided by the SVHEC for the region and the Commonwealth of Virginia. The nongeneral funds are nonrecurring and are made up of donations provided, fees paid by educational partners and tenants, grants awarded, and fee-based training and services. With the tremendous growth in programs and services being provided at the SVHEC and the relatively flat funding provided by the Commonwealth of Virginia, the demand on nongeneral funds continues to increase.

Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	2,347,894	2,058,495	2,348,360	2,058,925
Changes to Initial Appropriation	0	0	0	3,152,000

**Supporting Documents**

**Title** **File Type**