VCCS Reengineering Taskforce:
Restructuring to Meet the Challenge of Increasing Needs & Declining Resources
Scope of the Challenge

**Access** – 50,000 additional Virginians enrolled

**Affordability** – half the comparable cost of a university

**Student Success** – 50% increase in graduates

**Workforce** – 10,000 employers served

**Resources** - $550 million in gifts & grants
VCCS FTES Enrollment: 1998-99 to 2008-09

Total FTES

Academic Year
VCCS General Fund Appropriations Per In-State FTE in 2010 Constant Dollars

- Assumes funding in Governor's 2010 budget bill for FY10 (HB29)
- Assumes funding in Governor's 2010 budget bill for FY10-12 (HB30)

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars per Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000-01</td>
<td>$4,836</td>
</tr>
<tr>
<td>2001-02</td>
<td>$4,285</td>
</tr>
<tr>
<td>2002-03</td>
<td>$3,797</td>
</tr>
<tr>
<td>2003-04</td>
<td>$3,472</td>
</tr>
<tr>
<td>2004-05</td>
<td>$3,791</td>
</tr>
<tr>
<td>2005-06</td>
<td>$3,991</td>
</tr>
<tr>
<td>2006-07</td>
<td>$4,395</td>
</tr>
<tr>
<td>2007-08</td>
<td>$3,991</td>
</tr>
<tr>
<td>2008-09</td>
<td>$3,668</td>
</tr>
<tr>
<td>2009-10</td>
<td>$3,014</td>
</tr>
<tr>
<td>2011-12</td>
<td>Less than $2,500</td>
</tr>
</tbody>
</table>

* Assumes funding in Governor's 2010 budget bill for FY10 (HB29)
** Assumes funding in Governor's 2010 budget bill for FY10-12 (HB30)
Scope of the Challenge

FY2015 VCCS Reengineering Target: $300 Million
FY2015 VCCS Reengineering Target:  $300 Million

6 strategies @ $50 Million = $300 Million
External Expertise

• Best practices
• Research
• Literature Reviews
• Independent Analysis
Guiding Principles

- Substantial gains in outcomes (aligning with Achieve 2015)
- Significant reduction in costs
- Increase in revenues into the System, where possible
- No one group will solely incur the weight of the impact
- Sustainable
- Scalable
Cross-Cutting Themes

- Generating New & Diversified Sources of Revenue
- Managing with Productivity in Mind
- Leveraging the Power of Technology
Disillusionment

• Started out looking for six $50 million buckets
• Buckets were empty
• Attention drawn to funding/revenue issues
Funding Comparison: MD/AZ vs. VCCS

- **Maryland (SREB)**
  - Nearly double funding per FTE
  - VCCS 4th from

- **Arizona**
  - Maricopa District
  - About 50% more $ per FTE

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<table>
<thead>
<tr>
<th>State</th>
<th>Educational Special-Purpose</th>
<th>Local</th>
<th>Tuition and Fees Revenues</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maryland</td>
<td>$3,284</td>
<td>$0</td>
<td>$3,867</td>
<td>$4,436</td>
</tr>
<tr>
<td>Delaware</td>
<td>5,969</td>
<td>0</td>
<td>0</td>
<td>3,321</td>
</tr>
<tr>
<td>Texas</td>
<td>3,226</td>
<td>0</td>
<td>2,340</td>
<td>2,276</td>
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<tr>
<td>Alabama</td>
<td>5,501</td>
<td>177</td>
<td>44</td>
<td>2,317</td>
</tr>
<tr>
<td>Arkansas</td>
<td>4,636</td>
<td>56</td>
<td>456</td>
<td>2,612</td>
</tr>
<tr>
<td>Tennessee</td>
<td>4,462</td>
<td>0</td>
<td>0</td>
<td>3,203</td>
</tr>
<tr>
<td>South Carolina</td>
<td>2,670</td>
<td>6</td>
<td>819</td>
<td>3,794</td>
</tr>
<tr>
<td>SREB states</td>
<td>3,650</td>
<td>57</td>
<td>1,009</td>
<td>2,362</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>3,980</td>
<td>0</td>
<td>739</td>
<td>2,378</td>
</tr>
<tr>
<td>Louisiana</td>
<td>4,475</td>
<td>0</td>
<td>0</td>
<td>2,576</td>
</tr>
<tr>
<td>Mississippi</td>
<td>3,957</td>
<td>0</td>
<td>812</td>
<td>2,225</td>
</tr>
<tr>
<td>Georgia</td>
<td>4,574</td>
<td>3</td>
<td>0</td>
<td>2,336</td>
</tr>
<tr>
<td>Kentucky</td>
<td>3,242</td>
<td>0</td>
<td>0</td>
<td>3,584</td>
</tr>
<tr>
<td>Virginia</td>
<td>3,635</td>
<td>0</td>
<td>24</td>
<td>2,935</td>
</tr>
<tr>
<td>West Virginia</td>
<td>3,825</td>
<td>266</td>
<td>0</td>
<td>2,123</td>
</tr>
<tr>
<td>Florida</td>
<td>3,680</td>
<td>0</td>
<td>0</td>
<td>2,268</td>
</tr>
<tr>
<td>North Carolina</td>
<td>3,437</td>
<td>323</td>
<td>792</td>
<td>793</td>
</tr>
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</table>
Consequences of Growth and Erosion of Funding

<table>
<thead>
<tr>
<th>Since 2000-01</th>
<th>Full-time Faculty Headcount</th>
<th>Part-time Faculty Headcount</th>
<th>FTES Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last 10 years</td>
<td>+9.5%</td>
<td>+34.8%</td>
<td>+48.9%</td>
</tr>
<tr>
<td>Next 10 years</td>
<td>+20%</td>
<td>+81.7%</td>
<td>+121.8%</td>
</tr>
</tbody>
</table>

Note: Assumes the same pattern holds for next 10 years.
Diversify the VCCS Resource Base

• Implement the financial plan adopted by the State Board
• Seek increased state support
• Significantly increase students receiving financial aid
• Fund grant writers to increase grant & contract awards
• Leverage workforce programs as revenue sources
• Provide professional development for college foundation staffs
Productivity

• “Managing with productivity in mind”
• Impact of productivity gains
• Leveraging with technology is critical to achieving productivity gains
Managing with Productivity in Mind: Curriculum

• Topics:
  – Access: productivity relationship
  – Economies of scale
  – Independent vs. interdependent courses/programs
  – Curriculum development
  – Class schedule building
  – Class size management
  – FT:PT mix
  – Enrollment projections
# Impact of Instructional Productivity Gains

<table>
<thead>
<tr>
<th>Class Size Increase</th>
<th>Percent Increase</th>
<th>2010 Productivity Benefit</th>
<th>2015 Productivity Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.2</td>
<td>1%</td>
<td>$1,605,023</td>
<td>$1,856,917</td>
</tr>
<tr>
<td>0.5</td>
<td>2%</td>
<td>$3,926,623</td>
<td>$4,546,854</td>
</tr>
<tr>
<td>1.0</td>
<td>5%</td>
<td>$7,578,039</td>
<td>$8,788,069</td>
</tr>
<tr>
<td>1.5</td>
<td>7%</td>
<td>$10,974,020</td>
<td>$12,745,602</td>
</tr>
<tr>
<td>2.0</td>
<td>10%</td>
<td>$14,132,488</td>
<td>$16,439,355</td>
</tr>
<tr>
<td>3.0</td>
<td>15%</td>
<td>$19,800,556</td>
<td>$23,106,242</td>
</tr>
</tbody>
</table>
Foster Culture of “Managing with Productivity in Mind”

- Set target of a 15% increase in VCCS productivity by 2015
- Procure a decision support system
- Develop training program for managers on managing productivity
The Importance of Technology

• Permeates nearly every Reengineering Task Force recommendation
• Leveraging technology is critical to success of VCCS
  – Access
  – Student Success
  – Quality
  – Productivity
  – Capacity
• Critical to Achieve 2015
Create a Culture of Innovation through Technology

• Dynamic strategic planning process
• Responsive to emerging technologies
• Fosters creativity & full participation of ALL stakeholders
Handheld Devices:  
A Technology Crossroad on the Horizon

• Use growing exponentially
• Technology Strengthening: 10x bandwidth
• VCCS applications changing ???
• We cannot achieve our goals without a culture of innovation through technology
Implement Developmental Education Redesign

- Implement the developmental math redesign proposal
- Launch planning for developmental reading & writing redesign
- Work with schools to prevent the need for remediation by assuring that graduates are “college ready”
Centralize “Back-Office” Financial Aid Functions

• Centralize back office financial aid functions at Tidewater Community College
• Focus campus-based staff on financial aid advising & customer service
• Increase proportion of students receiving financial aid
• Reduce processing costs per student
• Decrease delays in making awards
Implement Course Redesign for Courses with Large Enrollments

- Employ faculty peer group structure to redesign top 25 courses
- Create shared learning outcomes, content, & performance benchmarks for courses with the largest enrollments
- Improve student success
- Reduce costs
Leverage VCCS Purchasing Volume to Provide Savings

- Combine volume & have DGS put out solicitations
- Combine volume & have TCC, JTCC, or VWCC put out solicitations
- Utilize exiting VASCUPP contracts
- Achieve delegated purchasing authority for VCCS & become VASCUPP member
- Reduce purchasing duties of non-purchasing personnel
Expand the Teaching Faculty Employment Spectrum

- Contracted adjunct (annual part-time)
- Half-time teaching faculty
- Lecturer (annual full-time)
- 10-11 month teaching faculty
Automate & Outsource Student Success Solutions

Automation solutions for:

- Course planning
- Academic advising
- Early alert
- Student intervention tracking
- Appointment scheduling
- Transfer planning
- Graduation application
- Access to high school transcripts
Automate & Outsource Student Success Solutions

Outsourcing solutions for:

• Tutoring
• Transcript requests
Chancellor’s Reengineering Task Force
Promising Big Ideas

Develop Workforce Services Online Registration System

• Acquire automated registration system for workforce & continuing education
• Reduce staffing costs
• Support growth in workforce services & increase revenues
Provide Shared Services Distance Learning System

- Offer a distance learning system to smaller VCCS colleges through NOVA at no cost
- Expand capacity for greater student access
- Offer more comprehensive course options
- Share FTE & revenues at no cost
Expand Opportunities for Development of Consortia

• Modify the current process for new program planning
• Encourage the exploration of consortial program possibilities
• Increase opportunities to offer programs where otherwise not feasible
Conduct Credit Audit of Academic Programs

• Create process for colleges to review curricula though a credit audit
• Determine if the same program & general education outcomes could be achieved with fewer credits
• Reduce time to degree for students
• Reduce tuition & book expense for students
Implementation Thoughts

• Re-engineering work sets our agenda
• Influences our strategic planning
  – As a System
  – As individual colleges
• Critical for meeting the goals of Achieve 2015
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