

Goal 1 – Equitable: Close Access and Completion Gaps		
Plan Strategy	Pathways to Opportunity Proposed Initiative (Biennial)	Initiative: Initial actions and areas of focus
S1: Expand postsecondary opportunities and awareness to Virginians who may not view higher education as an option.	I.1: Form an enhanced partnership between VDOE and SCHEV through the commitment of a shared goal to increase post-secondary enrollments to include a shared position and strategic planning.	<p>1. Execute a MOU for the enhanced partnership and shared position.</p> <p>2. Identify and secure additional funding needs and resources to support the partnership and strategic planning activities.</p> <p>3. Define the governance structure and advisory board composition to guide the work.</p>
S2: Advance digital access, adoption and literacy as well as high-quality, effective remote-learning programs.	I.2: Identify and assess hybrid learning access gaps and quality issues as well as potential solutions and define SCHEV's role in addressing these findings.	1. Present a series of related topics to Council to identify areas of interest, focus the discussion and discern next steps. Topics include: Open Virginia Advisory Committee (OVAC), Virtual Library of Virginia (VIVA), the Online Virginia Network (OVN) and hybrid learning assessments.
S3: Strengthen student support services for persistence and completion: mental health, career services, social, student basic needs, information technology, disability support and other services.	I.3: Identify critical student-support-services issues and formulate recommendations that will positively affect the student experience, persistence and completion.	<p>1. Use quantitative and qualitative data to assess critical student-support-services issues.</p> <p>2. Examine best practices and obtain subject matter expertise to formulate recommendations for action at the state and institutional level to address the core issues.</p>

Goal 2 – Affordable: Lower Costs to Students		
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S4: Align tuition and fees, financial aid and state appropriations such that students have broader access to postsecondary opportunities regardless of their ability to pay.	I.4: Determine strategies to better assess higher education costs and implement approaches to allocate limited public resources to institutions through the cost and funding need study.	1. Use findings and final cost and funding need study recommendations to identify strategies and next steps for implementation.
S5: Cultivate affordable postsecondary education pathways for traditional, non-traditional and returning students.	I.5: Identify improvements in the transfer process (e.g., transfer-grant program; dual enrollment); facilitate formal transfer alliances and coordinate a unified communication campaign to improve two-year community college student connectivity with and transition to four-year institutions.	1. Work with Virginia Community College System to identify dual enrollment gaps and measures to close those gaps. 2. Continue work in support of the Virginia Transfer Portal and other mandates from the 2018 transfer legislation. 3. Launch “Transfer Boost” project in collaboration with HCM Strategists—select 5 (or 6) institutions to improve the transfer-to-bachelor completion rate for underrepresented students through the use of innovative transfer guarantee practices.
S6: Update and reform funding models and policies to improve equity, affirm return on investment and encourage increased and consistent levels of state funding.	I.6: Educate new legislators and administration on the value, needs and priorities of higher education.	1. Identify key data and use infographics and consistent messaging materials to communicate the value, needs and priorities of higher education. 2. Develop an outreach plan to educate new legislators, administration and others new to higher education using the messaging materials and media.
S7: Foster program and administrative innovations that enhance quality, promote collaboration and improve efficiency.	I.7: Fund an initiative focusing on institutional collaboration and innovations to improve equitable student persistence and completion.	1. Using FFEI funds, draft the call for proposals and develop pilot parameters. Model after University Innovation Alliance and tailor to Virginia institutions. 2. Obtain input on draft RFP. 3. Issue RFP and select FFEI recipients.

Goal 3 – Transformative: Expand Prosperity		
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<p>S8: Support experiences that improve students' employment outcomes, income and community engagement and S9: Improve the alignment between post-secondary academic programs and labor market outcomes.</p>	<p>I.8: Facilitate collaboration between the Virginia Office of Education Economics (VOEE) and institutions of higher education, and identify new ways to integrate VOEE tools and resources with SCHEV initiatives and processes - these may include: use of graduate outcomes survey results; development of labor market criteria for evaluating academic programs and assessing the need for proposed academic programs; and relationship building between higher education and business.</p>	<ol style="list-style-type: none"> 1. Convene a workgroup composed of SCHEV and VOEE staff to identify efficiencies and formalize collaboration such as data sharing and report production. 2. Coordinate an advisory committee to VOEE including institutions that will inform data analysis and develop more nuanced labor market criteria for academic program review and proposals. 3. Further analyze responses from the Graduate Outcomes Survey for respondents who indicated they took at least one internship during their undergraduate years; for respondents who consented, match to other SCHEV data and VLDS.
<p>S10: Cultivate a climate of inclusion and innovation through scholarship, research, a diverse faculty and other programming.</p>	<p>I.9: Advance equity in higher education by fostering a culture of inclusion that supports DEI efforts on campus and tells the institutional and SCHEV stories of how "Equity Works."</p>	<ol style="list-style-type: none"> 1. Define SCHEV's leadership role in higher education DEI efforts. 2. Develop a statement of work for an external consultant to support the "Equity Works" initiative. 3. Launch a formal statewide higher education DEI communication/outreach campaign - "Equity Works"- that tells the DEI stories and supports the advancement of equity in higher education.