

Appendix B: Stakeholder Engagement and Input Process

The strategic planning process commenced in August 2019 with a SCHEV Council retreat that examined Virginia’s progress toward meeting the four goals of the previous plan (see Appendix A for more details). Additional work continued through the fall as interested parties put forth priority initiatives for Council to consider. Equity, affordability and transformative outcomes started to emerge as themes. SCHEV Council selected the priority initiatives at its winter 2020 meeting. Soon after, the strategic planning process temporarily stopped due to the COVID-19 pandemic.

When activities resumed in early summer, the individuals involved in the strategic planning process decided to take “a few steps back” to assess how the COVID-19 pandemic and the social justice movement might impact the planning process. The themes of equity, affordability and transformative outcomes re-emerged, but this time stakeholders asked for a more forceful statement, urging the people formulating The Plan to adopt bolder, more intentional goals, measures and strategies. Moreover, the issue of equity took center stage. The planners decided that equity must be an underlying theme throughout the planning process.

Table 1 lists the organizations that took part in the 18-month planning process. Other sections of this appendix outline the process in more detail. Virtual meetings, and the results of a survey sent to stakeholders, helped guide the work of the planning committee.

The survey included the same questions that were asked of stakeholders in virtual meetings. More than 220 responses were received, of which more than 200 represented higher education interests in the Commonwealth. Ten respondents worked in the Pre-K-12 education field and 10 others represented legislative, business and advocacy interests. Of the higher education respondents, 10 represented private institutions, HBCUs and 10 community colleges.

Table 1: Virginia Stakeholders Engaged/Entities Providing Input

American Association of University Professors (AAUP) –Virginia Chapter
The Commonwealth Institute for Fiscal Analysis
Community colleges
Council of Independent Colleges in Virginia (CICV)
Council of Presidents
Deputy Secretary of Education
Governor’s Chief Diversity Officer
Governor’s Chief Workforce Advisor
Historically Black Colleges and Universities (HBCUs)
House Appropriations Committee
Pre-K-12 Schools from various systems across the Commonwealth
Lumina Foundation
National Association for the Advancement of Colored People (NAACP) – Virginia State Conference
Partners for College Affordability and Public Trust (PCAPT)
Private colleges and universities
Private employers/industries
Public colleges and universities
SCHEV Council – Collectively and individual members
SCHEV Finance Advisory Committee (FAC)
SCHEV General Professional Advisory Committee (GPAC)
SCHEV Instructional Programs Advisory Committee (IPAC)
SCHEV Staff
SCHEV Student Advisory Committee (SAC)
SCHEV – Virginia Plan internal staff workgroup
Secretary of Education
Secretary of Finance
Senate Finance and Appropriations Committee
Virginia21
Virginia Business Higher Education Council (VBHEC)
Virginia College Access Network (VCAN)
Virginia Community College System
Virginia Department of Education
Virginia Department of Planning and Budget
Virginia School Counselor Association (2021)
Regional and local community groups (ongoing in 2021)

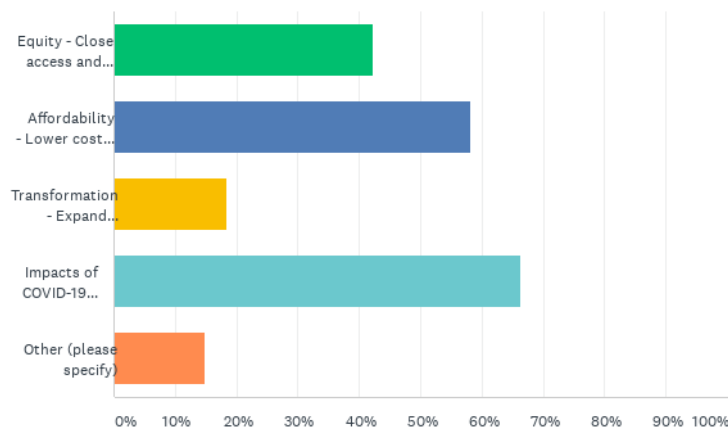
Goals

Once the planning process resumed, the first step was to share the information presented in Appendix A. Stakeholders then discussed the following questions to ensure that The Plan addressed the near- and longer-term needs of higher education in the Commonwealth:

1. What are the Commonwealth's top two near-term issues facing higher education?
2. What are the Commonwealth's top two longer-term issues facing higher education?
3. How should The Virginia Plan's goals address these challenges?
4. What potential strategies might begin to solve the issues identified in questions 1 and 2?

The responses produced an abundance of detailed topics that further supported the overarching themes of equitable, affordable and transformative higher education, as shown in the accompanying charts and word clouds. This information also was compiled (see Table 2 below) and communicated to stakeholders. It shows how these detailed topics (strategic themes) relate to the overarching themes (goals). The overarching themes served to shape the goals for the new plan. The strategic themes evolved to reflect top order strategies, as well as potential actions to support such strategies.

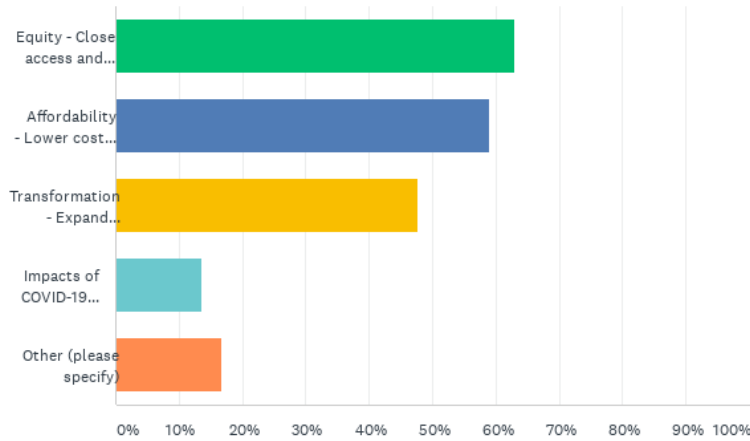
. What are the Commonwealth's top two near-term issues that need to be addressed in higher education?



Word Cloud identifying "other" in the chart above

system higher ed skills private colleges need state faculty better
funding students policy college university adjunct

What are the Commonwealth's top two longer-term issues that need to be addressed in higher education?



Word Cloud identifying “other” in the chart above



Strategies and Actions

The overarching strategies identified in The Plan reflect the highest order of strategic themes that support its three goals. Table 2 below provides more information on the Plan’s strategic themes. Other themes, known as actions, include efforts already underway at SCHEV, and additional efforts that stakeholders may wish to consider. Detailed action plans for each goal will be included in a to-be-developed appendix/addendum D in winter 2021.

Table 2: Pathways to Opportunity – Plan Goals and Detailed Strategic Themes

Goal 1 - Equitable: Close access and completion gaps.	Goal 2 - Affordable: Lower costs to students.	Goal 3 - Transformative: Expand prosperity.
<p>Remove barriers to access and attainment, especially for: Black, Hispanic, Native American and rural students; students learning English as a second language; students from economically disadvantaged backgrounds; and students with disabilities.</p> <p>Associated Strategic Themes:</p> <ul style="list-style-type: none"> • Equitable access and attainment - close access and attainment gaps for underrepresented students • Pre-K-12 – postsecondary opportunities and awareness <ul style="list-style-type: none"> ○ Impact of COVID-19 on college readiness • Digital access, adoption and literacy • Quality and effectiveness of remote-learning programs • Support services <ul style="list-style-type: none"> ○ Mental health ○ Mentoring ○ Career services ○ Social, student basic needs, disability support services and other services 	<p>Invest in and support the development of initiatives that provide cost savings to students while maintaining the effectiveness of instruction.</p> <p>Associated Strategic Themes:</p> <ul style="list-style-type: none"> • Align state investment/financial aid <ul style="list-style-type: none"> ○ Revisit base adequacy calculations • Level and consistent state funding <ul style="list-style-type: none"> ○ “Rainy day fund” - institutional reserve protections or other strategies ○ Communication campaign articulating the ROI of higher education • Quality affordable pathways <ul style="list-style-type: none"> ○ Targeted pathways <ul style="list-style-type: none"> ▪ High school students/recent graduates ▪ Underrepresented students ▪ Those with some college but no degree ▪ Adults and veterans ▪ Apprenticeships ○ Credit for prior learning <ul style="list-style-type: none"> ▪ Dual enrollment ▪ Transfers/articulation agreements ▪ Military ▪ Work experience ○ Online learning <ul style="list-style-type: none"> ▪ Effective resources, training and development for faculty ▪ Enhanced collaboration among institutions to determine the most effective platforms and delivery methods • Institutional stability • Administrative and program efficiency 	<p>Increase the social, cultural and economic well-being of individuals and communities within the Commonwealth and its regions.</p> <p>Associated Strategic Themes:</p> <ul style="list-style-type: none"> • Improve and assess outcomes (social mobility) • Experiential learning • Graduate outcomes • Post completion earnings • Debt to income • Labor market alignment • Competencies including digital • Program productivity review • Education Economics Office which will provide insight and action • Short credential programs to respond to job loss or underemployment • Higher education’s impact on cultural and economic prosperity throughout Virginia • Six-year Plan modifications reflecting the revised Virginia Plan • Innovation through scholarship, research and diverse faculty • Lifelong learning, civic and community engagement as well as cultural appreciation

The strategies shown in Table 3 were developed to support the themes and goals of The Virginia Plan.

Table 3: Pathways to Opportunity – Plan Goals and Strategies

Goal 1 - Equitable: Close access and completion gaps	Goal 2 - Affordable: Lower costs to students.	Goal 3 - Transformative: Expand prosperity.
<p>Strategy (access):</p> <ul style="list-style-type: none"> • Expand postsecondary opportunities and awareness to Virginians who may not view higher education as an option. <p>Strategies (completion/attainment):</p> <ul style="list-style-type: none"> • Advance digital access, adoption and literacy as well as high quality, effective remote-learning programs. • Strengthen student support services for persistence and completion: mental health, mentoring, career services, social, student basic needs, information technology, disability support and other services. 	<p>Strategies (cost to students):</p> <ul style="list-style-type: none"> • Align tuition and fees, financial aid and state appropriations such that students have broader access to postsecondary education opportunities regardless of their ability to pay. • Cultivate affordable postsecondary education pathways for traditional, non-traditional and returning students. <p>Strategies (funding and effectiveness):</p> <ul style="list-style-type: none"> • Update and reform funding models and policies to improve equity, affirm return on investment and encourage increased and consistent levels of state funding. • Foster program and administrative innovations that enhance quality, promote collaboration and improve efficiency. 	<p>Strategy (personal prosperity):</p> <ul style="list-style-type: none"> • Support experiences that improve students' employment outcomes, income and community engagement. <p>Strategy (economic prosperity):</p> <ul style="list-style-type: none"> • Improve the alignment between post- secondary academic programs and labor market outcomes. <p>Strategy (cultural and economic prosperity):</p> <ul style="list-style-type: none"> • Cultivate a climate of inclusion and innovation through scholarship, research, a diverse faculty and other programming.

Measures

Participants were asked to comment on measures for The Plan. Their answers to the following three questions were an integral part of the discussions:

1. **Are the existing measures and indicators relevant/applicable to the proposed goals? If yes, which ones?**
2. **Should any modifications be made to the existing measures and indicators in order to make them more relevant/applicable to the proposed goals? If so, what modifications?**
3. **Do the proposed measures sufficiently assess success (goal fulfillment)? What falls short? What is missing?**

A comprehensive list of potential measures as well as related indicators was shared at the listening sessions to spur discussion. Minimal changes were recommended. SCHEV staff, including research and policy analytics staff, determined which measures would take highest priority—those highest order measures that will best assess how well the Commonwealth meets the goals of *Pathways to Opportunity; The Virginia Plan*. The remaining measures, which

are referred to as related indicators, also will help provide a way to define success and goal achievement. Most if not all of these indicators are already tracked by SCHEV in some form. More emphasis on those indicators will be available on a regular basis once The Plan is implemented. These indicators will be found on SCHEV's equity dashboard, which is currently under development. For the comprehensive list of related indicators and details pertaining to the five measures, refer to Addendum C (forthcoming).