GOAL 1 – EQUITABLE: CLOSE ACCESS AND COMPLETION GAPS

STRATEGY	COUNCIL'S INITIATIVES IN SUPPORT OF GOAL 1 STRATEGIES	
	Biennial Initiative	Status update: Actions to implement initiative
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.	**1. COMPLETED:** Execute a MOU for the enhanced partnership and shared position. **2. COMPLETED:** Identify and secure additional funding needs and resources to support the partnership and strategic planning activities. **3. UNDERWAY:** Define the governance structure and advisory board composition to guide the work. **4. NEW:** Develop a shared enrollment goal and associated collaborative work plan.
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. COMPLETED:** 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. **2. NEW:** In October, members of the SCHEV Open Virginia Advisory Committee will present a panel discussion at the VIVA Open and Affordable Community Forum regarding open education and learning technology solutions that can address (Covid) learning loss. **3. NEW:** Invite the Online Virginia Network to present at an upcoming Council meeting.
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.	**1. UNDERWAY:** Use quantitative and qualitative data to assess critical student and support services issues. **2. UNDERWAY:** Examine best practices and obtain subject matter expertise to formulate recommendations for action at the state and institutional level to address the core student issues. **3. NEW:** Complete the review of student issues and support services, present findings and recommendations to Council for input and approval by October. **4. NEW:** Align recommendations from the review with any budget and/or policy recommendations as appropriate. **5. NEW:** Issue final report by November 2022. **6. NEW:** Work with Council and various stakeholders to implement recommendations from the review.

GOAL 2 – AFFORDABLE: LOWER COSTS TO STUDENTS

STRATEGY	COUNCIL'S INITIATIVES IN SUPPORT OF GOAL 2 STRATEGIES	
	Biennial Initiative	**Status update: Actions to implement initiative**
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. UNDERWAY:** Use findings and final cost and funding need study recommendations to identify strategies and next steps for implementation. • **Update:** Initial report complete. Ongoing work, related peer analysis, model build and implementation will occur through spring 2023.
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. UNDERWAY:** Work with Virginia Community College System to identify dual enrollment gaps and measures to close those gaps. • **Update:** Working with VCCS to resolve credit transfer issues. **2. UNDERWAY:** Continue work in support of the Virginia Transfer Portal. • **Update:** Emphasis on discipline-based curriculum alignment, secondary to postsecondary pathways and inclusion of military-related educational experiences. **3. COMPLETED** (launch and selection): 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 use of innovative transfer guarantee practices. **4. NEW:** Use the JLARC review and report in November to guide next steps. **5. NEW:** Evaluate transfer grant program.
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. CONTINUING:** Identify key data and use infographics and consistent messaging materials to communicate the value, needs and priorities of higher education. • **Update:** Revise key facts book (data and infographics) annually in the late fall. **2. CONTINUING:** Develop an outreach plan to educate new legislators, administration and others new to higher education using the messaging materials and media. • **Update:** Continue outreach to higher education stakeholders using the Key Facts book in fall/winter 2022-23.

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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. COMPLETED: Using FFEI funds, draft the call for proposals and develop pilot parameters. Model after University Innovation Alliance and tailor to Virginia institutions.

2. COMPLETED: Obtain input on draft RFP.

3. CONTINUING: Issue RFP and select FFEI recipients.
- **Update:** Modify RFP as needed.

4. NEW: Monitor and report on first round recipients' progress. Share findings/outcomes from pilot projects with appropriate stakeholders to promote adoption.

GOAL 3 – TRANSFORMATIVE: EXPAND PROSPERITY

STRATEGY	COUNCIL'S INITIATIVES IN SUPPORT OF GOAL 3 STRATEGIES	
	Biennial Initiative	**Status update: Actions to implement initiative**
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.	**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.	**1. CONTINUING:** Convene a workgroup composed of SCHEV and VOEE staff to identify efficiencies and formalize collaboration such as data sharing and report production. • **Update:** Workgroup formed with continued collaboration. **2. CONTINUING:** 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. • **Update:** Regular discussions between SCHEV and VOEE as VOEE develops its supply/demand modeling tool. **3. UNDERWAY:** 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. • **Update:** Workgroup convened to identify priorities from Virginia Educated Survey for further focus and establish an action plan for additional analysis.
S10: Cultivate a climate of inclusion and innovation through scholarship, research, a diverse faculty and other programming.	**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."	**1. COMPLETED:** Define SCHEV's leadership role in higher education DEI efforts: Assist the former Chief Diversity officer in reviewing institutions' DEI plans; coordinate routine calls with campus CDOs; complete Lumina Foundation Talent, Innovation and Equity (TIE) grant and Lumina Foundation "equity institution" grant; and facilitate agency-wide process to identify organizational values and culture. **2. CONTINUING:** Launch a statewide higher education communication/outreach campaign that tells the stories and supports the advancement of diversity, equity, opportunity and inclusion in higher education. • **Update:** Ongoing dialogue with communication officers regarding interest in gathering stories that contribute to the transformation of individuals, families and communities through higher education.

Legend:

COMPLETED: Action to implement the initiative is finished.
CONTINUING: Ongoing action to implement initiative on a regular basis.

UNDERWAY: Action has a finite end but is still a work in progress.
NEW: New action to implement the initiative. For Council's consideration

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