APPENDIX C: PREVIOUS (2021-2023) PATHWAYS TO OPPORTUNITY PLAN INITIATIVES AND UPDATED ACTIONS

Goal 1 – Equitable: Close Access and Completion Gaps

Plan Strategy	Pathways to Opportunity 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:** Executed a MOU for the enhanced partnership and shared position. **2. COMPLETED:** Identified and secured additional funding needs and resources to support the partnership and strategic planning activities. **3. COMPLETED:** Established the governance structure and advisory board composition to guide the work. **4. CONTINUING:** Working to 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:** Presented 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. COMPLETED:** In October 2021, members of the SCHEV Open Virginia Advisory Committee presented 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. COMPLETED:** Online Virginia Network presented an overview at the January 2023 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. COMPLETED:** Used quantitative and qualitative data to assess critical student-support-services issues. **2. COMPLETED:** Examined best practices and obtain subject matter expertise to formulate recommendations for action at the state and institutional level to address the core issues. **3. COMPLETED:** Completed the student support services review and presented findings and recommendations to Council for input and approval by October. **4. CONTINUING:** Continue to align recommendations from the review and higher education mental health workforce pilot with any budget and/or policy recommendations as appropriate. **5. COMPLETED:** Issued final report by November 2022. **6. CONTINUING:** Work with Council and various stakeholders to implement recommendations from the review. Merge with #4 above.

Goal 2 – Affordable: Lower Costs to Students

Plan Strategy	Pathways to Opportunity 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. MODIFIED:** Initial report complete. Subsequent work paused and activities redirected under new PI #4 (2023-25) in accordance with work done in 2023 (SB800 2023 budget amendment).
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. COMPLETED:** Work with Virginia Community College System to identify dual enrollment gaps and measures to close those gaps. **2. UNDERWAY:** Continue work in support of the Virginia Transfer Portal. **Update:** Emphasis on marketing, enrolling new users and uploading transfer guides. **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. CONTINUING** via VCCS: JLARC report – all outcomes from the report point toward VCCS and developing funding models; not a SCHEV duty. **5. UNDERWAY:** Evaluate transfer grant program – conversations have begun through various workgroups including the State Committee on Transfer and the VCCS Transfer Advising Peer Group. SCHEV is conducting research to evaluate the threshold necessary to quality for the 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	**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:** Produced a simplified Key Facts document using engaging infographics to educate General Assembly members about higher education. A more in-depth document will be produced in the first quarter of 2024. **2. COMPLETED:** Developed a strategic communications plan to educate policy makers, the public and others about Virginia's higher education system and the work being done by SCHEV. **Update:** Assisting with the new priority initiatives, the Outcomes Report, that will highlight the benefits of higher education and provide information on the factors that can affect educational outcomes. The report should be available in the first quarter of 2024.
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:** Modified RFP to focus on TRANSFORMATIVE goal/AI pathways. **4. NEW:** Monitor and report on recipients' progress (current and prior rounds). Share findings/outcomes from pilot projects with appropriate stakeholders to promote adoption. **Update:** Present findings to Council in 2024.

Goal 3 – Transformative: Expand Prosperity

Plan Strategy	Pathways to Opportunity Biennial Initiative	Status update: Actions to implement initiative
S8: Support experiences that improve students' employment outcomes, income and community engagement **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:** Discussions occur on various topics/projects on a regular basis and informally vs. specific committee work. **3. COMPLETED:** 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:** SCHEV hired a survey expert/researcher to assist with future survey/poll work. Near term work will focus on high school students and college decision-making as well as internship data.
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. MODIFIED:** Focus shifted to inclusion, belonging and dialogue across differences. Specifically, SCHEV's support of the Constructive Dialogue Institute work with institutions. **2. MODIFIED:** Energies have been placed on creating a trusted place to share stories and for leaders to talk about how their work aligns with current priorities. **3. MODIFIED:** Virginia affiliate formed in spring 2023 and meet monthly. A summit was hosted in July at George Mason University. The summit focused on identifying efforts that will advance inclusion given polarized campus environments.