

THRIVE 2024 Year 1 Action Plan

Workforce Development

Diversity, Equity, and Inclusion

Objective D.1: Students will experience diversity and inclusion in every aspect of classroom and campus life, and embrace and appreciate the diversity of their learning community (**Led by Student Affairs, Workforce Development, and Academic Affairs**)

- **Strategy D.1 B:** Carefully analyze student-focused College policies, procedures, and practices to look for areas of potential bias and revise to make them more equitable and inclusive

Action Step	Deadline	Responsible Party
Create a comprehensive list of all Workforce Development (WFD) policies, procedures, and practices that have direct impacts on students and their experience at the College	Jan. 2022	WFD Leadership Team
Identify the most important set to review first, and assign responsibility for review to members of the Workforce Development team	Feb. 2022	WFD Leadership Team
Complete reviews and identify areas of bias and/or potential for inequitable application	April 2022	Identified lead reviewers
Revise identified policies, procedures, and practices based on findings from reviews	June 2022	WFD Leadership Team

Objective D.3: The Peninsula Community will see the College as a champion for diversity and inclusion and as an institution that is a true reflection of the diverse, equitable, and inclusive values across the community (**Led by Workforce Development, Institutional Advancement, and Academic Affairs**)

- **Strategy D.3 A:** Host workshops, conferences, study circles, and other community sessions regarding diversity and inclusion topics and considerations

Action Step	Deadline	Responsible Party
Design and administer a brief employer survey regarding interest in and need for training on various topics related to diversity, equity, and inclusion	Feb. 2022	Gary Randall and WFD Leadership Team
Based on employer survey results, develop and pilot at least 2 customized training courses on topics of greatest interest/need	May 2022	Gary Randall and WFD Leadership Team

Action Step	Deadline	Responsible Party
Develop and deliver to President's Cabinet a proposal for updating the conference/event spaces in the Peninsula Workforce Development Center and staffing them in a way that supports community event needs	March 2022	Dean of Workforce Development and WFD Leadership Team

- **Strategy D.3 C:** Integrate diversity, equity, and inclusion considerations into all aspects of the new strategic plan

Action Step	Deadline	Responsible Party
Utilize the DEI framework in the College's strategic planning work to ensure alignment between DEI and WFD strategic priorities/goals	June 2022	WFD Leadership Team

Instructional Innovation

Objective I.1: Students will have ready access to consistently high-quality courses and programs, regardless of the type of course or the manner in which it is delivered (**Led by Workforce Development and Academic Affairs**)

- **Strategy I.1 A:** Guide students to their most beneficial credential/degree by communicating both workforce-focused and degree-seeking opportunities through advisors and the College website

Action Step	Deadline	Responsible Party
Work with Academic Affairs and Student Affairs to propose a streamlined inquiry system that serves both credit and non-credit students	June 2022	WFD Leadership Team
Complete a comprehensive review of the WFD webpages, and coordinate with Institutional Advancement to revise with up-to-date course offerings, schedules, and financial resources	Dec. 2021	WFD Leadership Team, Program Managers, and Admissions Support Staff
Identify the most important WFD information for current/prospective students, and review to ensure it can all be found with 2 or fewer clicks from the College's homepage	Dec. 2021	WFD Leadership Team, Program Managers, and Admissions Support Staff
Align marketing and social media strategies for WFD with the College's Communication Plan and recommendations from Consociate Media	Ongoing through June 2022	WFD Leadership Team and Program Managers

Objective I.3: The Peninsula Community will have increased access to higher education and be able to more fully engage with the College regardless of technology or transportation limitations (**Led by Workforce Development, Academic Affairs, and Finance and Administration**)

- **Strategy I.3 B:** Build academic schedules that prioritize the needs of our community and expand access to all, regardless of their geographic location or socioeconomic status

Action Step	Deadline	Responsible Party
Increase flexible schedule options, including the number of courses offered evening/ weekend/online/accelerated and in the summer	June 2022	WFD Leadership Team and Program Managers
Develop recruitment and marketing plans specific to evening/weekend/online classes as well as late start	June 2022	WFD Leadership Team and Program Managers

Powerful Partnerships

Objective P.1: Students will have new and expanded opportunities to participate in work-based learning opportunities and innovative educational partnerships (**Led by Workforce Development, Academic Affairs, and Institutional Advancement**)

- **Strategy P.1 A:** Actively engage business and corporate leadership in a Business Advisory Group for the College that provides input and insight into current business practices, innovations, and requirements to ensure that curricula remain updated and reflect leading-edge practices

Action Step	Deadline	Responsible Party
Leverage existing and develop new advisory boards consisting of industry leaders to guide curriculum alignment, conduct a skills-based gap analysis of emerging and untapped markets, prioritize high-need fields, and determine the method for aligning academic and training curricula	June 2022	WFD Leadership Team and Program Managers

- **Strategy P.1 B:** Conduct a comprehensive and thorough review of all College curricula with a committee of faculty, staff, workforce development, advisory, and business practitioners who are recognized as experts in their fields to ensure all current and future written, taught, and assessed curriculum, instruction, and experiences prepare students with 21st-century skills to meet regional economic needs

Action Step	Deadline	Responsible Party
Conduct a needs analysis regarding the WES student information system and gaps that exist in the College's ability to effectively track and assist students	March 2022	WFD Operations

Objective P.3: Employees will be better connected with the community and empowered to foster new and deeper relationships with community partners **(Led by Workforce Development, Student Affairs, and Academic Affairs)**

- **Strategy P.3 D:** Engage regularly with all local Chambers of Commerce and Regional Workforce Development Authority leaders to remain current and updated on regional workforce and employment trends and needs

Action Step	Deadline	Responsible Party
Identify key workforce development community organizations and assign one or more WFD staff for regular attendance at their meetings and conferences	June 2022	WFD Leadership Team and College Leadership

Objective P.4: The Peninsula Community will leverage the College as a centralized hub for community partnership and civic and economic growth **(Led by Workforce Development and Institutional Advancement)**

- **Strategy P.4 B:** Identify and define levels of partner engagement that communicate the needs of the College and the degrees of engagement it is seeking from its community partners across time, talent, and treasure

Action Step	Deadline	Responsible Party
Conduct a partnership needs assessment to find opportunities for new, mutually beneficial partnerships in the area of workforce development	June 2022	WFD Leadership Team

Modernized Marketing and Recruitment

Objective M.2: Students will experience a 'Culture of Caring' throughout all messaging and outreach **(Led by Student Affairs and Workforce Development)**

- **Strategy M.2 A:** Provide ongoing, meaningful, and differentiated professional development in cross-cultural understanding and cultural competency to faculty and staff to identify and support student needs and understand the unique cultural identities and experiences of each student

Action Step	Deadline	Responsible Party
Identify training opportunities on cultural competency and make them available and accessible for WFD staff	Ongoing through June 2022	WFD Leadership Team
Ensure that 75% or more of WFD staff attend one or more trainings on cultural competency	Ongoing through June 2022	WFD Staff

- **Strategy M.2 B:** Identify and eliminate specific barriers in the application and enrollment processes that lead to equity disparities and develop onboarding processes that reduce equity gaps for all students

Action Step	Deadline	Responsible Party
Streamline WFD Enrollment and Financial Assistance processes to maximize focus on learners' needs	Dec. 2021	DeShondra Johnson, Eddie Swain, and WFD Leadership Team
Streamline critical points in the onboarding process to increase the enrollment of newly admitted adult learners	Dec. 2021	Advising, Admissions Support and Program Managers

- **Strategy M.2 F:** Provide leadership training and professional development for student support services staff and leadership that emphasizes equity and student success

Action Step	Deadline	Responsible Party
Identify critical training and professional development opportunities for faculty and staff	Ongoing through June 2022	WFD Leadership Team
Promote faculty and staff professional development by providing meaningful opportunities for training and exposure to innovative practices	Ongoing through June 2022	WFD Leadership Team

Employee Investment and Development

Objective E.1: Students will experience streamlined services that achieve better efficiencies and improve the overall student experience **(Led by Student Affairs and Workforce Development)**

- **Strategy E.1 A:** Engage each division and administrative area in efficiency training that produces process maps of each service across the College, with a focus on improving efficiency and decreasing the amount of time, steps, and cost of each identified service or process

Action Step	Deadline	Responsible Party
Develop process maps for enrollment and financial assistance	Dec. 2021	Advising and Admissions Teams
Implement process improvements, based on process mapping results, to reduce redundancy and improve efficiency	March 2022	Advising and Admissions Teams and WFD Leadership Team
Develop and implement a comprehensive information system to improve processing and compiling data efficiency and effectiveness	Dec. 2021	WFD Leadership Team

Transparent and Authentic Communication

Objective T.1: Students will have clear channels of communication with the College to ask questions, resolve issues, and receive the information they need to be successful and feel valued **(Led by Student Affairs and Workforce Development)**

- **Strategy T.1 B:** Utilize newly-adopted technologies to host virtual town halls and forums that provide broad and transparent updates to students and allow time for questions, feedback, and conversation

Action Step	Deadline	Responsible Party
Host at least 1 student and faculty forum per semester	Ongoing through June 2022	WFD Leadership Team and Program Managers
Conduct monthly staff meetings to determine the barriers to student success	Ongoing through June 2022	WFD Leadership Team