THRIVE 2027 Year 2 Action Plan

Institutional Advancement

Diversity, Equity, and Inclusion

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
Facilitate Presidential Leadership series with five (5) identified speakers for "Tea with Dr. B" running from October 2022 – June 2023	June 2023	Director of Development/VPIA
Revise APM 10.1 "College External Events Coordination" with realignment of roles and management by Workforce Development	Dec. 2022	VPWFD/VPIA

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

Action Step	Deadline	Responsible Party
Identify/submit grants that support diversity, equity, and inclusion as they emerge	Ongoing through June 2023	Director of Development
Report to Foundation Board enrollment and other measures of success for the funded initiatives supporting Southeast Newport News, Minority Male Enrollment and Retention and Athletics at all scheduled meetings.	June 2023	President or designee(s)/VPIA

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
Host at least 2 round tables of 10 people each, or one industry summit of 25 industry leaders, to discuss college engagement	March 2023	Director of Development
Secure funding for the college identified needs based on industry engagement	Ongoing 2024	Director of Development
Host two alumni events one in the Spring and one in the Fall to grow alumni engagement and giving	May 2023	Coordinator of Alumni and Annual Giving
Schedule donor meetings with President to cultivate new and major gifts	Ongoing through June 2023	Director of Development

- **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
Update web pages, program materials, etc. once curriculum changes have been made and implemented at request of WFD and AA	Ongoing through June 2023	Graphic Designer/Web Developer

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
Solicit Annual Partnership Package for Corporate partners funding support of college events or initiatives	June 2023	Director of Development
Utilize/implement Giving Engagement Levels to grow funding support from community	Ongoing through June 2023	Director of Development/Coordinator of Alumni and Annual Giving

Action Step	Deadline	Responsible Party
Publish partner engagement information and giving levels on the College website	March 2023	Director of Development/Coordinator of Alumni

Modernized Marketing and Recruitment

Objective M.1: Students will be engaged across digital platforms in a more intentional and thorough manner **(Led by Institutional Advancement, Enrollment Management and Student Success, and Academic Affairs)**

- **Strategy M.1 B:** Ensure that faculty and staff are trained in the use of identified/selected platforms to increase connectivity opportunities with their students regarding advisory sessions, office hours, tutoring, instruction, lab, research, internship, externship, and partnership opportunities that they sponsor and oversee

Action Step	Deadline	Responsible Party
Develop a content contributor program that will require at least two individuals from each designated area to supply updated information for pages, social media, etc. A form will be developed to sign up for the program, regular updates will be sent to this list of people, and training will be provided.	April 2023	Digital Media Communications and Marketing/Web Developer
Train all assigned content contributors on the new cascade website (Cascade)	January 2023	Digital Media Communications and Marketing/Web Developer
Offer social media training sessions for all areas who run their own channels and wish to become more advanced in their efforts.	April 2023	Digital Media Communications and Marketing/Graphic Designer
Offer training on new Canva Platform (once implemented) to inform all departments who have a pro license how to use the program to manipulate templates for flyers, social media, brochures, etc.	June 2023	Director, Communications and Marketing/Graphic Designer
Create and Update APM Public Information Policies to include Social Media Expectations and Guidelines, Media Relations, Printing and Brand Identity Guidelines.	Dec. 2022	Director, Communications and Marketing/Public Information Coordinator/Graphic Designer

- **Strategy M.1 D:** Review and redesign the current College website to ensure that all social media and digital communications platforms are directly linked to the system and offer ease of access and communication in a systematic fashion

Action Step	Deadline	Responsible Party
Audit the website to see which pages are performing, time on page, which ones need updates, and how individuals are navigating the site.	May 2023	Web Developer
Install heatmap Crazy Egg plugin on the site to better determine where visitors to the websites are clicking and redesign based on data.	March 2023	Web Developer
Check all social media links to ensure we are connected to new social media pages for the main channels.	January 2023	Web Developer
Develop a social media directory for all connected channels and update as necessary.	January 2023	Web Developer
Publish/Update partner/alumni engagement information on the College website to include sponsorship opportunities, giving success stories and community engagement.	Ongoing through June 2023	Director of Development/Coor d. Alumni and Annual Giving/Web Developer

Objective M.5: The Peninsula Community will experience a new annual marketing approach that saturates messaging across all media platforms and groups and engages everyone in the work of the College **(Led by Institutional Advancement)**

- **Strategy M.5 A:** Establish a Communications Committee for the College to work with all divisions and leadership levels, as well as marketing consultants, to develop a comprehensive, system-wide communication plan

Action Step	Deadline	Responsible Party
Determine the parties who will participate in the committee.	Oct. 2022	Director of Communications and Marketing
Send out information about regular meetings for the committee	Oct. 2022	Director of Communications and Marketing
Determine the best time for the meetings and start to schedule them based on group availability.	Oct. 2022	Director, Communications and Marketing
Assess effectiveness of new marketing plan, resources and return on investment.	Feb. 2023	Director, Communications and Marketing

- **Strategy M.5 B:** Identify social media platforms that inclusively and universally connect and resonate with community end-users to push out marketing information, registration reminders, event dates and times, and other identified information that is vital to College life and programming

Action Step	Deadline	Responsible Party
Develop TikTok and IG Reels for younger Gen Z audiences to reach out about programming, financial aid opportunities, student life, etc.	Dec. 2022	Director, Marketing and Communications/Graphic Designer
Engage student ambassadors to help create relevant content.	Dec. 2022	Director, Marketing and Communications/Graphic Designer
Develop Linked-In page more to engage the professional business crowd.	Dec. 2022	Digital Media Communications and Marketing
Run targeted, paid ads on social media to engage current students and to attract prospective students. Prospective students will be directed to relevant pages for programming, news, or specially designed landing pages for campaigns.	June 2023	Digital Media Communications and Marketing
Create social media plan of execution for a focused social media approach.	Nov. 2022	Coordinator, Alumni and Annual Giving
Focus on social media platforms to push alumni engagement, grassroot giving, and college awareness.	June 2023	Coordinator, Alumni and Annual Giving

- **Strategy M.5 C:** Work in partnership with Special Events, Communications, Admissions, and all divisions at the College to develop a comprehensive, ongoing, and confirmed calendar of all College events to ensure that all public information is timely and current

Action Step	Deadline	Responsible Party
Work with President's Office staff and Event Calendar Committee to publish information about upcoming events.	June 2023	Director, Communications and Marketing/Graphic Designer/Public Information Coordinator
Incorporate information from calendar, as appropriate, into marketing plan (social media, web, graphics requests, paid promotions).	June 2023	Director, Communications and Marketing

Action Step	Deadline	Responsible Party
Ensure all Development Events are included in the College events calendar.	June 2023	Director of Development/Coordinator, Alumni and Annual Giving
Host a Spring Alumni Event off campus.	May 2023	Coordinator, Alumni and Annual Giving
Host annual Scholarship and Donor Reception.	March 2023	Director of Development
Host Retiree Event on Campus.	Feb. 2023	Director of Development

- **Strategy M.5 E**: Review and redesign the College website and social media platforms to ensure that all access barriers, including those related to Americans with Disabilities Act (ADA) compliance, are eliminated, and that layouts and information remain available to a global audience

Action Step	Deadline	Responsible Party
Develop more imagery to show more diverse populations.	February 2023	Director, Communications and Marketing/Graphic Designer
Train social media content managers around the campus on how to be ADA compliant on social media through posts (part of social media trainings).	April 2023	Digital Media Communications and Marketing
Place ADA guidelines for social media on communications brand page.	January 2023	Digital Media Communications and Marketing/Web Developer

- **Strategy M.5 F:** Include and communicate all elements of the renaming process for the College, ensuring that the decision regarding a new name for the College is a process that is communicated through the marketing plan to engage, involve, and gain input from all community stakeholders and is inclusive of all considerations for rebranding and marketing the College once a decision is rendered

Action Step	Deadline	Responsible Party
Add updates to communications page and send out updates through internal channels to share communications and implement rebranding plan.	June 2023	Director, Communications and Marketing/Public Information

Action Step	Deadline	Responsible Party
		Coordinator/Web Developer
Finalize design and implementation of rebranded assets, including logo, tagline and seal.	Dec. 2022	Director, Communications and Marketing/ Graphic Designer

Transparent and Authentic Communication

Objective T.3: The Peninsula Community will hear from the College more regularly and have access to information about major changes and opportunities to benefit from the College's programs and services **(Led by Institutional Advancement)**

- **Strategy T.3 A**: Identify and implement new means for communicating broadly with the Peninsula Community and its diversity of residents

Action Step	Deadline	Responsible Party
Conduct alumni trips to public officials' offices.	June 2023	Director, Communications and Marketing/IA Consultant
Hold public forums about topics important to the community.	June 2023	Director, Communications and Marketing/IA Consultant
Develop a newsletter for the general community to receive email updates. Generate a sign-up link on the website, create a database on Mailchimp and send out updates about the campus regularly (frequency to be determined).	Feb. 2023	Director, Communications and Marketing/Public Information Coordinator
Publish regular newsletters to all development cohort groups with focused topics per group.	June 2023	Director of Development/Coordinator, Alumni and Annual Giving

- **Strategy T.3 B**: Identify and publish, in a single location, sets of official communication and feedback channels for community members

Action Step	Deadline	Responsible Party
Develop a page on the website just for the general community that houses news.	Feb. 2023	Director, Communications and Marketing/Web Developer
Create a feedback form on the page to solicit ideas for the college from the community.	Feb. 2023	Director, Communications and Marketing/ Web Developer

Action Step	Deadline	Responsible Party
Include link to page on community newsletter.	Feb. 2023	Public Information Coordinator

Additional Capacity-Building Efforts

- Include here any additional actions your division and/or units will need to take this year to increase their preparedness and capacity to execute on the major goals of our strategic plan

Action Step	Deadline	Responsible Party
Conduct search and fill Director position to oversee Communications and Marketing.	March 2023	VPIA
Review and reorganize staffing to meet needs of College.	March 2023	VPIA
Develop and implement annual fundraising plan for 2022-23 to raise $1 million.	June 2023	VPIA/Director, Development/Coordinator, Alumni and Annual Giving