

THRIVE 2027 Year 2 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 Enrollment Management and Student Success, 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 existing and needed Workforce Development (WFD) policies, procedures, and practices directly impacting students and their experience at the College. Document standard operating procedures for all and train staff on their use.	March 2023	Director of Operations
Address areas of bias and/or potential for inequitable application in policy, procedure, and practice for existing processes.	March 2023	Director of Operations

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
Develop a catalog of corporate training offerings to address DEI, leadership development, and business management employer needs. Develop marketing content for distribution throughout service area.	March 2023	Director, Employer & Community Programs
Deliver at least two customized training courses on topics of greatest interest/need.	June 2023	Director, Employer &

Action Step	Deadline	Responsible Party
		Community Programs
Develop, deliver, and/or partner on at least two workshops or community programs/events related to diversity, equity, and inclusion.	June 2023	Director, Employer & Community Programs

- **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	March 2023	Chief Workforce Officer (CWO)
Review demographics and success metrics for programs to identify trends and any need for intervention to promote greater success.	February 2023	CWO

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 2023	Director Student Services
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	December 2022	Director Student Services
Identify the most important WFD information for current/prospective students, and review to ensure it can all	February 2023	Director Student Services

be found with two or fewer clicks from the College's homepage		
Develop marketing and social media strategies for WFD offerings and document annual marketing plan with standard timeline.	June 2023	Director Student Services

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 2023	CWO
Develop recruitment and marketing plans specific to evening/weekend/online classes as well as late start	June 2023	Director Student Services

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
Re-establish a WFD Cooperate Advisory Board consisting of industry and community leaders to guide program priorities, curriculum development, resource allocation, and facility needs.	March 2023	CWO

- **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
Leverage advisory board input to develop clear career pathways in partnership with academic affairs for critical programs. Pathways may also include regional CTE programs leading to VPCC.	March 2023	CWO

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, Enrollment Management and Student Success, 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	January 2023	CWO

- **Strategy P.3 E:** Engage in regular and focused meetings with school division superintendents, career and technical education (CTE) directors, curriculum and instruction leaders, and Governor’s School leadership in the region to focus on workforce certification programs and student needs, as well as dual enrollment courses, in an effort to increase the number and variety of courses offered to high school students

Action Step	Deadline	Responsible Party
Engage with local CTE leaders to include NHREC Executive Director to develop clearer pathways from CTE to postsecondary programming.	June 2023	CWO

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
Engage with local chambers, economic development agencies, Hampton Roads Workforce Council, VSRA (Virginia Ship Repair Association), Rapid Response, and regional workforce development initiatives to promote VPCC education and training options.	June 2023	WFD Leadership Team

Modernized Marketing and Recruitment

Objective M.2: Students will experience a ‘Culture of Caring’ throughout all messaging and outreach (**Led by Enrollment Management and Student Success 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
Deliver in-person DEI workshop to 100% of WFD staff and 50% of adjunct instructors.	June 2023	CWO
Provide DEI workshops to other college departments upon request.	June 2023	CWO

- **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. 2022	Director Student Services
Develop student lead and onboarding tracking system to increase enrollment of newly adult learners.	Dec. 2022	Director Student Services

- **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 Student Services staff members for participation in the Coaching and Advising Institute scheduled for October 27-28 in Norfolk, VA.	October 2022	Director Student Services
Promote faculty and staff professional development by providing meaningful opportunities for training and exposure to innovative practices	June 2023	CWO
Coordinate regional peer college convenings, through the Community College Workforce Cooperative, for WFD staff members to share best practices in financial, student, and enrollment services.	June 2023	CWO

Employee Investment and Development

Objective E.1: Students will experience streamlined services that achieve better efficiencies and improve the overall student experience **(Led by Enrollment Management and Student Success 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	February 2023	Director Student Services
Implement process improvements, based on process mapping results, to reduce redundancy and improve efficiency	March 2023	Director Student Services
Develop and implement a comprehensive departmental budget monitoring and program planning model.	December 2022	CWO

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 Enrollment Management and Student Success 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 one student and faculty forum per semester	June 2023	Director Student Services
Conduct monthly staff meetings to determine the barriers to student success	June 2023	CWO