

THRIVE 2024 Year 1 Action Plan

Student Affairs

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 timeline and assign review for student affairs policy and procedure review	Jan 2022	VPSA
Review and make recommendations for revision - seek input from constituency groups	March 2022	Dean of Student Services, Interim Director of Admissions, Interim Registrar, Director of Info Services Center
Share changes to policies, procedures, and practices with campus community	April-May 2022	Dean of Student Services, Interim Director of Admissions, Interim Registrar, Director of Info Services Center

Instructional Innovation

Objective I.2: Employees will be empowered to innovate and find new solutions to increase student access and support student learning (**Led by Student Affairs and Academic Affairs**)

- **Strategy I.2 B:** Maximize the effectiveness of course instruction modalities/modes offered at the College by supporting ongoing and continuous professional development for employees

Action Step	Deadline	Responsible Party
Create and implement professional development opportunities that bring faculty and advisors to increased understanding of course modalities	Jan 2022	Director of Advising

Action Step	Deadline	Responsible Party
Schedule ongoing PD to ensure advisors and Information Services understand and promote course instruction modalities	June 2022	Director of Advising/Director of Information Services

Powerful Partnerships

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
Attend regional Chamber meetings quarterly	Ongoing	VPSA

- **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
Schedule spring Superintendent’s Meetings	Jan 2022	VPSA
Attend New Horizons Advisory Meetings	June 2022	VPSA, DE Coordinators
Engage DE Partners in ongoing engagement meetings and activities (1 each term)	June 2022	VPSA, DE Coordinators

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, Student Affairs, 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
SA Leadership trained on digital platform usage	Jan-March 2022	VPSA
Engage Student Life and Leadership and Athletics in training for media and digital platform usage	Jan-March 2022	Dean of Student Services

- **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 systemic fashion

Action Step	Deadline	Responsible Party
Participate in System-led web review and re-design sessions and provide constructive feedback	June 2022	SA Leadership Team

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
Support professional development opportunities so that staff feel empowered to attend	Jan 2022	VPSA/SA Leadership Team
Infuse caring language into all student messaging	November 2021	VPSA/SA Leadership Team

- **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
Receive and address EAB Enrollment Audit results and implement recommendations	Oct 2021	VPSA/Dean of Students, Interim Director of Admissions, Interim Registrar
Identify five most pressing barriers and investigate ways to improve/eliminate	Jan-Mar 2022	Interim Director of Admissions and Interim Registrar
Actively participate in and support the VCCS onboarding project	Fall-Spring 2021	VPSA

- **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 appropriate professional development for student support services staff and leadership	Jan 2022	VP SA
Implement at least 2 professional development opportunities, with 75% or more of staff attending at least 1	Jan-June 2022	SA Leadership Team

Objective M.6: The Peninsula Community will benefit from the College reconnecting with and enhancing relationships with the school divisions, their superintendents, and their counselors **(Led by Student Affairs)**

- **Strategy M.6 A:** Organize and commit to regular and consistent meetings throughout the academic year with school division superintendents and School Board leaders, school principals, and school counselors that highlight the services that the College provides to PK-12 students, emphasize the value and benefit of community college coursework and programming, and listens carefully to the needs, programming, and initiatives of each regional school division to provide support, professional development, and partner opportunities that strengthen PK-12 education across the Peninsula Community

Action Step	Deadline	Responsible Party
Schedule spring Superintendent's Meetings	Jan 2022	VP SA
Schedule follow up meetings with principals and counselors	Jan 2022	Interim Director of Admissions, Dual Enrollment coordinators, Career Coaches
Hold at least one Superintendent's Meeting and one follow up meeting with principals and counselors with each of the five regional school divisions	Feb 2022 – May 2022	VP SA, Interim Director of Admissions, Dual Enrollment coordinators, Career Coaches
Plan and execute counselor outreach sessions	Nov 2021 - May 2022	Interim Director of Admissions

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
Identify processes and sub-processes that could benefit from process mapping	Jan 2022	VPSA/SA Leadership Team
Identify efficiency training opportunities	Jan 2022	VPSA
Engage identified units in training	Jan 2022	SA Leadership Team
Complete process mapping on identified processes and make improvements	June 2022	Identified areas

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
Schedule Virtual Town Halls for students - one each fall and spring	Oct 2021	VPSA