

THRIVE 2027 Year 2 Action Plan

President's Office

Modernized Marketing and Recruitment

Objective M.1: Students will be engaged across digital platforms in a more intentional and thorough manner

- **Strategy M.1 C:** Engage donors and potential donor partners, businesses, non-profits, community and civic leaders, and citizens to provide time, talent, and treasure opportunities to active students as they engage in sponsored speaker's bureau activities, community non-credit courses, and internship/externship opportunities

Action Step	Deadline	Responsible Party
Design and implement 2-3 fundraising initiatives that engage our community and alumni.	05/31/23	VP Institutional Advancement, Director of Development
Raise \$1M in direct gifts, grants, and in-kind contributions.	06/30/23	VP Institutional Advancement, Director of Development
Host a joint meeting between the Board's Executive Committee and the Education Foundation Board to identify an aligned vision for College fundraising.	04/30/23	VP Institutional Advancement, President

Objective M.3: Employees and students will more fully serve as ambassadors in the community and faces of the College (**Led by the President's Office**)

- **Strategy M.3 C:** Intentionally increase the presence of College faculty, staff, and leadership throughout the community through participation and presence/membership in civic organizations, local boards, parent teacher associations, civic and faith organizations, military support organizations, and business and professional organizations as representatives and ambassadors of the mission and vision of the College

Action Step	Deadline	Responsible Party
Develop a metric for the Marketing team to begin calculating a return on the investment (ROI) of the marketing budget.	09/06/22	President
Pilot the ROI calculation strategy with an enrollment campaign targeting Fall second eight-week classes, Spring 23 enrollment, and Spring second eight-week classes.	10/14/22 01/23/23 02/03/23	VP Institutional Advancement, VP Enrollment Management and Student Success

Action Step	Deadline	Responsible Party
Pilot the ROI calculation strategy with an enrollment campaign targeting at least one specified WFD program in Fall 2022 and Spring 2023.	12/31/22 05/31/23	VP Institutional Advancement, VP Workforce Development
Pilot the ROI calculation strategy with an engagement campaign targeting alumni to include WFD completers.	11/30/22 05/31/23	VP Institutional Advancement, Alumni Coordinator

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 diverse, equitable, and inclusive values across the community

- **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
Host faculty and staff workshop related to critical race theory.	11/30/22	President, Director of Strategic Initiatives
Host faculty and staff workshop related to women's health, self-care, and work-life balance.	03/30/23	President, Director of Strategic Initiatives
Host workshop related to supporting students with developmental and cognitive delays.	04/30/23	Director of Accessibility Services, Student Activities, Center for Teaching and Learning

Employee Investment and Development

Objective E.4: The Peninsula Community will be served by a College that is better prepared for the future and able to build leadership capacity throughout its organization **(Led by the President's Office)**

- **Strategy E.4 A:** Engage College leadership, faculty, and staff in training and development designed to promote good listening, discourse, shared governance, and consensus-building in an effort to build better inclusive and shared decision-making processes and authentic and transparent communication channels

Action Step	Deadline	Responsible Party
Use Harold J. Leavitt's People, Process, and Technology (PPT) model to improve the operational efficiency of the college. Begin with the implementation of documented processes (process mapping)	05/31/23	Director of Strategic Initiatives, Cabinet members

Action Step	Deadline	Responsible Party
related to enrollment - a process that has cross-divisional responsibilities.		

Transparent and Authentic Communication

Objective T.2: Employees will be more fully engaged in College initiatives and upcoming changes that will impact their work, and will be able to plan ahead and share their ideas and expertise for the betterment of all involved (**Led by the President's Office**)

- **Strategy T.2 B:** Hold all employees accountable for communicating comprehensively and openly with students, faculty, staff, and administrators on topics within their area of responsibility and expertise

Action Step	Deadline	Responsible Party
Ensure 100% of full-time employees have an updated EWP and annual evaluation.	06/30/23	Respective Cabinet Members
Via the College Council, require monthly reports from each convened constituency group and committee leader.	Monthly as of 09/22	Governance Leaders, College Council
Conduct a 2023 Great Colleges to Work For Survey.	04/31/23	Director of Human Resources, Director of Institutional Research and Effectiveness

- **Strategy T.2 D:** Utilize newly-adopted technologies to host virtual town halls and forums that provide broad and transparent updates to students and employees and allow time for questions, feedback, and conversation

Action Step	Deadline	Responsible Party
Host annual Convocation.	08/30/22	President, Director of Strategic Initiatives
Host annual State of the College Address.	10/31/22	President, Director of Strategic Initiatives
Ensure each cabinet member hosts at least one Town Hall per year.	04/30/23	Cabinet Members

- **Strategy T.2 E:** Integrate the principles of shared governance and shared leadership into the decision-making fabric of the College

Action Step	Deadline	Responsible Party
Finalize governance committee updates and membership assignments.	08/30/22	Director of Strategic Initiatives, College Council

Action Step	Deadline	Responsible Party
Document and communicate common expectations for committee chairs and members.	11/15/22	President, Cabinet Members
Host at least one professional development event on active governance committee participation and information-sharing, and its importance to a high-functioning system of shared governance.	03/15/23	President, Shared Governance Committee