



**Patrick & Henry**  
Community College

## **Strategic Plan**

**2022**

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## **Introduction**

In the wake of 2020, the COVID-19 pandemic shed light on the economic and social disparities impacting the P&HCC service region. In fact, the populations most affected by the health implications of COVID-19, the economic turmoil that resulted from the pandemic, and the educational barriers to obtain a strong sustainable wage are frequently the same individuals. With this as a backdrop, in 2021 the Virginia Community College System (VCCS) developed a new six-year strategic plan focused on eliminating equity gaps across Virginia's 23 community colleges. Data from the Virginia Community College System (VCCS) reveal deep inequities in how students are supported as they enroll in, progress through, and complete their education.

In conjunction with the VCCS strategic plan, *Opportunity 2027*, Patrick & Henry Community College (P&HCC) has developed its own plan to focus on eliminating equity gaps for all students. P&HCC must do its part to address the impact of race, gender, and socioeconomic incongruencies as they relate to student achievement. In doing so, we seek to close equity gaps and expand opportunity to all students we serve.

## Defining Equity

Patrick & Henry Community College was guided in its work in developing this strategic plan by the Virginia's Community Colleges Opportunity 2027 Strategic Plan. In 2012, Virginia's State Board for Community College adopted a Policy Statement on Diversity and Inclusion:

The Virginia Community College System is committed to fostering, cultivating, and sustaining a culture of diversity and inclusion. The VCCS acknowledges the vital impact of a diverse and inclusive community on academic programs, on workforce development and other training, and on the larger communities served by our colleges. Students from diverse backgrounds, taught by faculty and assisted by staff from similarly diverse backgrounds, benefit from an abundant educational experience that prepares them for success in an increasingly interconnected and multi-cultural world. Therefore, it is the policy of the Virginia Community College System to employ and retain individuals that reflect our diverse society. A culture of diversity and inclusion shall be manifest in all dimensions of Virginia's Community Colleges.

Using this statement as a foundation, a subcommittee of the strategic planning task force, the VCCS Equity Leadership Team, developed a definition of equity. This definition was adopted by the task force and approved by the State Board for Community Colleges, and recognizes the work that must occur to overcome the systemic issues that have been and continue to be barriers to student success in Virginia's Community Colleges, including at Patrick & Henry Community College:

**Equity is the existence of an environment in which policies, practices, and beliefs are grounded in the principle of fairness and that acknowledges structural racism, gender disparities, and systemic poverty, while honoring the diversity of humanity. This environment explicitly prioritizes the success of all students to ensure that they have the necessary resources to fulfill their college and career goals.**

## The Strategic Goal

Guided by the Virginia Community College System 2027 Strategic Plan's aspiration to eliminate gaps in student outcomes, Patrick & Henry Community College seeks to address inequity through the strategic goal over the next six years in hopes of moving all to a greater, and more sustainable, living wage. Further, the coronavirus pandemic has exacerbated long-standing racial, gender, and socioeconomic disparities. This is the backdrop that led Patrick & Henry Community College to propose the following strategic goal:

**Patrick & Henry Community College will achieve equity in access, learning outcomes, and success for students from every race, ethnicity, gender, and socioeconomic group.**

Achieving this goal is essential for the future of our students and our college. The detailed actions, strategies, and objectives outlined in the subsequent sections provide a roadmap for how Patrick & Henry Community College will achieve this strategic goal.

The following portions outline our mission statement, vision of our community purpose, and the values we pride ourselves on, each tailored from the strategic goal. Following these statements are supporting actions and strategies that, if achieved, will support the attainment of, and commitment to, the equity work that lies before us.

## **Mission**

P&HCC is committed to promoting diversity, equity, and inclusion and to enriching the quality of life in our service region through academic excellence, educational affordability, student success, workforce development, and community engagement.

## **Vision**

P&HCC will be the educational catalyst that provides access to economic prosperity for our diverse community.

## **Values**

P&HCC values excellence, innovation, diversity, inclusion, and continuous improvement. We demonstrate these values in the following ways:

**Teaching and Learning.** As teaching and learning are paramount at P&HCC, we employ innovative faculty who utilize high-impact practices and state-of-the-art equipment in educating our students.

**Integrity and Respect.** To promote a culture of integrity, equity, and respect, we develop, nurture, and sustain an engaged, diverse, and talented workforce.

**Communication and Collaboration.** Through effective communication, we foster relationships and build partnerships that enhance the success and quality of life for our constituents.

## Supporting Actions and Strategies

**Patrick & Henry Community College will achieve equity in access, learning outcomes, and success for students from every race, ethnicity, gender, and socioeconomic group.**

The strategic goal is supported by three benchmarks for achievement and nine supporting actions, each with guiding strategies.

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***Benchmark 1: Stabilize institutional enrollment such that the year-over-year enrollment change is less than 3% for three consecutive years.***

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***Supporting Action 1: Ensure that all internal constituencies understand why the strategic goal is necessary to provide a talent pipeline for local employers.***

Strategy 1: Promote Patrick & Henry Community College as the primary training provider in the region to ensure a sustainable supply of workers with the skills and credentials required to be competitive.

Strategy 2: Develop a college-wide communications plan that focuses on why the goal is paramount to our region and college.

***Supporting Action 2: Recruit student populations via outreach efforts designed to initiate enrollment in credentialing pathways.***

Strategy 1: Ensure a presence at a significant number of community events for outreach purposes.

***Supporting Action 3: Provide all students with access to affordable college education that maximizes student financial flexibility and fosters institutional sustainability.***

Strategy 1: Determine average cost of educational delivery for selected high demand, high-cost programs - and understand any local cost variance - with an eye towards expanding access for minority populations.

Strategy 2: Provide students with an affordable, quality education while supporting the needs and sustainability efforts of the college.

Strategy 3: Increase communication with students and staff to foster relationships in order to sustain and enhance financial flexibility over time.

***Supporting Action 4: Provide all students with the knowledge, skills, credentials, and degrees that enable them to thrive in dynamic and emerging 21<sup>st</sup> century careers shaped by the future of work.***

Strategy 1: Develop and leverage strong partnerships with business, industry, and community partners so educational and training programs prepare well-qualified employees for current and emerging workforce demands in our community.

Strategy 2: Build educational and training schedules that prioritize the needs of students and expand access to all students, regardless of their geographic location or socioeconomic status, to ensure they can get the courses they need when they need them.

Strategy 3: Guide students to choose educational pathways to achieve their career goals by employing labor market information and career development strategies.

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***Benchmark 2: 70% of students enrolled in a workforce and/or gateway course will complete a workforce and/or gateway course annually.***

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***Supporting Action 5: Develop a dynamic and diverse employee base focused on equity-minded principles and practices.***

Strategy 1: Invest in the recruitment of dynamic and diverse institutional fulltime and part-time employees who are focused on equity-minded principles and practices and committed to student success.

Strategy 2: Invest in the development and recognition of dynamic and diverse institutional fulltime and part-time employees who are focused on equity-minded principles and practices and committed to student success.

***Supporting Action 6: Provide all students with access to high impact practices that support educational excellence and equity in student success.***

Strategy 1: Adopt a variety of equity-focused high impact teaching practices.

Strategy 2: Provide professional development to support the implementation of equity-focused high impact practices.



***Supporting Action 7: Re-engage current students via “inreach” efforts designed to reward and promote persistence and retention throughout credentialing pathways.***

Strategy 1: Implement and foster continual improvements for an enrollment management plan designed to communicate and sustain academic priority for students.

Strategy 2: Focus on targeted events that complement academic activities.

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***Benchmark 3: The number of credentials earned will meet or exceed the prior year’s credentials earned.***

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***Supporting Action 8: Provide all students with a culture of care that responds to the needs of our diverse student population and supports and inspires their educational and career success.***

Strategy 1: Foster an environment that recognizes the value of diversity and prioritizes equitable outcomes for students.

Strategy 2: Develop practices associated with a Culture of Care that broadly and directly impact diverse student populations.

Strategy 3: Assess existing technology platforms and provide new tools needed by students, staff, and faculty to remove barriers to success.

***Supporting Action 9: Increase communication with former students.***

Strategy 1: Implement consistent outreach activities with former students who have completed stackable certificates and career studies certificates.

Strategy 2: Implement consistent outreach activities with former students who have stopped out of their degree pathway.