



**Patrick & Henry**  
Community College

**Strategic Plan**  
**2022 with**  
**Strategic Update 2025**

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## **Introduction**

Patrick & Henry Community College was guided in its work in developing this strategic plan by the Virginia Community College's Opportunity 2027 Strategic Plan. Given this structure, P&HCC infused its mission, vision, and values to create a direction capable of optimizing student success and economic prosperity. To that end, Patrick & Henry Community College is dedicated to providing wage growth and sustainable career paths for all people in its service region. This is the value proposition of higher education and what Patrick & Henry Community College is purposefully driven to achieve.

## 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 economic disparity through the strategic goal over the next three years in hopes of moving all to a greater, and more sustainable, living wage. This is the backdrop that led Patrick & Henry Community College to propose the following strategic goal:

**Patrick & Henry Community College will achieve economic mobility 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 economic mobility of the work that lies before us.

## **Mission**

P&HCC is committed to advancing economic mobility 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 community.

## **Values**

P&HCC values excellence, innovation, 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 and respect, we develop, nurture, and sustain an engaged-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 economic mobility 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: Student enrollment will meet or exceed that of the previous year.***

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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: Student course completion will meet or exceed that of the previous year.***

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***Supporting Action 5: Develop a dynamic and diverse employee base***

Strategy 1: Invest in the recruitment of dynamic and diverse institutional full-time and part-time employees who practice and commit to student success.

Strategy 2: Invest in the development and recognition of dynamic and diverse institutional fulltime and part-time employees who practice and commit to student success.

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

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

Strategy 2: Provide professional development to support the implementation of 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: Student credentials earned will meet or exceed that of the previous year.***

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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 and prioritizes 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.