

BOARD REVIEW COPY

SVHEC STRATEGIC PLAN 2024-26

Goal 1: Increase Levels of Community Educational Attainment

- 1.1. By January 2024, re-deploy the College & Career Readiness (CCR) Initiative by re-forming a core group of organizations and entities that play a role in developing the local “talent pipeline” to identify and address why the percentage of HCPS graduates continuing to post-secondary education has plummeted in recent years. One of eleven strategic priorities under the Community Strategic Plan, the CCR is a collaboration co-chaired by the SVHEC executive director and Halifax County Public Schools (HCPS) superintendent. CCR objectives include the following:
 - 1.1.1. By March 2024, review and update the 2022 inventory of existing CCR programs and services.
 - 1.1.2. By May 2024, interview a cross-section of recent Halifax County High School graduates and families to identify barriers to postsecondary enrollment following graduation and obtain their feedback on existing CCR programs/services.
 - 1.1.3. By August 2024, use interview feedback to recommend improvements to existing CCR programs/services, including increased alignments among partners and/or additional offerings.
 - 1.1.4. By July 2025, integrate improvements/alignments and establish new CCR programs/services as recommended.
 - 1.1.5. By June 2026, develop a data dashboard to track the impact of these changes and to monitor overall educational attainment.
- 1.2. By July 2024, expand the educational reach of the Center of Nursing Excellence by rebranding it as the Healthcare Training Hub.
- 1.3. By July 2025, expand the welding lab to include additional welding booths.
- 1.4. By July 2025, investigate the potential of developing a CTA program for 9th and 10th graders to bridge the gap between career interest-building topics of the 8th grade Career Connections Lab and the hands-on technical skill building offered in 11th and 12th grades.
- 1.5. By June 2026, through the Southern Virginia Area Health Education Center, develop, implement, and facilitate continuing education for healthcare professionals with focused disciplines of healthcare fields including Community Health Workers and paraprofessionals annually, with an emphasis on enhancing, improving and providing quality care delivery to rural and underserved areas.

Goal 2: Encourage and support collaborations that address regional workforce education and training needs by leveraging southern Virginia's economic & educational assets.

- 2.1. By October 2023, partner with the Halifax County Chamber, Halifax County Industrial Development Authority, Halifax County Public Schools, Microsoft, and other local businesses and industries to launch (and establish as an annual program) the CTE Showcase & Community Call-to-Action event. Focused on the parents and guardians of public-school-age children, this event will highlight and connect the future talent pool with job opportunities and the education and training that prepares them for well-paying, in-demand career and technical jobs.
- 2.2. By July 2024, work with the RISE Collaborative to establish an entrepreneurial pathway for Career Tech Academy Work-Based Learning students by expanding and amplifying the existing curricula to include a deeper focus on innovation skills (problem solving, collaboration and creativity) and the entrepreneurial mindset and by identifying work assignments that reinforce entrepreneurship skills.
- 2.3. By July 2024, work with Halifax County Public Schools to identify additional opportunities to leverage and share career and technical education resources, including programming, technology, and equipment.

Goal 3: Provide focused support services to help workforce training students succeed while maintaining campus environments that support the learning goals of all students.

- 3.1. By July 2024, assess the progress being made through the Office of Learner Success and Engagement (OLSE) to help workforce students succeed. Identify and recommend opportunities to expand or improve OLSE programs/services.
- 3.2. By July 2025, complete the recommendation from the Campus Atmosphere Study and the Facility Master Plan to establish a separate campus space designated to serve students as a Learning Support Center. The Learning Support Center will accommodate and support individual and group study, online learning, tutoring, and IT support.
- 3.3. By July 2024, complete the recommendation from the Campus Atmosphere Study to produce a student orientation video.
- 3.4. By July 2024, complete recommendations from the Campus Atmosphere Study to refresh/upgrade the Bruce Street Building lobby and add charging stations in the Bruce Street Building and Innovation Center.

- 3.5. By July 2025, complete the recommendation from the Campus Atmosphere Study to develop a Campus Wayfinding System to help students and visitors better navigate the SVHEC campus.
- 3.6. By July 2025, complete the recommendation from the Campus Atmosphere Study to replace water fountains by either integrating water bottle fillers into existing water fountains or by removing existing water fountains and providing water bottle filling stations in student and staff commons areas.
- 3.7. By June 2025, use data to identify representation gaps in adult and youth workforce student populations and create or expand community partnerships to increase representation among those identified groups.
- 3.8. By June 2026, increase participation of the groups identified in Item G. above in experiential learning opportunities and other high-impact programs e.g., camps, Work-Based Learning, etc.
- 3.9. By June 2026, increase student recruitment and retention of the groups identified in Item G. above by identifying and addressing barriers to academic progress and success.

Goal 4: Anticipate facilities, operational, and staff changes required for future growth.

- 4.1. By July 2024, complete the policy-related recommendation from the FORVIS Assessment of Internal Communication and Collaboration to develop a formal Open Door Policy.
- 4.2. By July 2024, complete the training-related recommendation from the FORVIS Assessment of Internal Communication and Collaboration that all SVHEC management attend focused training to hone leadership skills to foster communication, respect, professionalism, trust, and teamwork.
- 4.3. By July 2025, complete the teambuilding-related recommendation from the FORVIS Assessment of Internal Communication and Collaboration to offer more teambuilding events so that employees have an opportunity to socialize and build rapport and trust with one another.
- 4.4. By June 2026, complete safety-related Facility Master Plan recommendations, including updating the Bruce Street Building Fire Alarm System, updating security systems in all three buildings, adding locking gates to the welding and D-Scan courtyards, and repairing the IC walkway.
- 4.5. By July 2025, complete Facility Master Plan recommendations to add a dehumidifier and build out the stage in the IC Tiered Classroom.
- 4.6. By July 2024, determine areas of anticipated agency growth and develop a game plan for accommodating this growth.

Goal 5: Maintain a sound and sustainable business model.

- 5.1. By July 2025, complete a review of all Cost Models in use; identify and implement opportunities to standardize methodologies across the agency.
- 5.2. By July 2025, complete the review and revision of the Continuity of Operations Plan (COOP).
- 5.3. By July 2025, complete an internal and SVHEC Board review of all policies; develop a new Policy on Policies to codify annual policy reviews as recommended by auditors.
- 5.4. By July 2025, complete the agency Succession Plan, including the rework of all Employee Work Plans to reflect FORVIS recommendations while ensuring DHRM compliance.
- 5.5. By June 2026 develop agency-level safety plans (e.g., Operations, ProductWorks, and Workforce Safety Plans) that include emergency preparedness.
- 5.6. By June of each year provide Trustees with an annual progress report on the measures and targets established under the Virginia Performs Strategic Plan.