



SPC4L OVERVIEW AND OPPORTUNITY INVENTORY 2022

**PREPARED BY THE VIRGINIA TECH CENTER FOR ECONOMIC AND COMMUNITY
ENGAGEMENT**

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Executive Summary

Introduction

St. Paul's College 4 Life – transitioning into the St. Paul's Leadership Institute – contracted Virginia Tech Center for Economic and Community Engagement, as well as Virginia Tech Institute for Policy and Governance and the VT Pamplin School of Business to perform a competitive analysis, a strategy road map, and a business plan to serve as a guide for its long-term sustainability. In the last two years, the volunteer leadership of SPC4LIFE took significant steps to move forward toward its vision of becoming an equitable, family-based academic environment that will affirm and produce well-prepared and empowered leaders for the challenges of the evolving world.

SPC4LIFE completed its strategic plan, conducted a stakeholder analysis, formalized its legal status as a 501-c-3 not-for-profit organization, began developing an investor relations campaign, acquired the former Bank of America building in downtown Lawrenceville, Virginia to serve as its headquarters and business operations center, launched the inaugural St. Paul's Leadership Institute Summer Series bringing business leaders into the classroom for students from the region, entered into negotiations for the former St. Paul's Campus located in the heart of Lawrenceville, and began the process to apply for accreditation through the State Council for Higher Education in Virginia (SCHEV).

SPC4LIFE leadership has also become actively engaged with local leaders from the Town of Lawrenceville, Brunswick County, and other regional stakeholders including Southside Virginia Community College, Longwood's Small Business Development Center, SOVA Rise, Virginia's Growth Alliance, and the Southside Planning District Commission.

SPC4L Overview

Organizational History

Saint Paul's College is a former private historical black college located in Lawrenceville, VA. In 1890, the General Assembly of Virginia incorporated the institution as the Saint Paul Normal & Industrial School, with the intention of training African American students for teaching, agricultural, and industrial jobs. In 1957, the institution changed its name to Saint Paul's College after a curriculum reorganization in 1941 that added Bachelor of Arts (BA) and Bachelor of Science (BS) degree programs. The College has a historically strong focus on continuing education, community service, family, and Christian faith and values. The former college included a Service Learning capstone component in the curriculum, and later, the Science Teacher Enhancement Program (STEP) funded by the National Science Foundation (NSF). The institution also ran the Single Parent Support System, a residential educational program that provided eligible single parents with counseling, mentoring, and childcare assistance.

After ongoing challenges and an attempted merger with St. Augustine's University of Raleigh, NC, the institution closed its doors in 2013. Now, an alumni-led coalition, incorporated as a 501(c)3 nonprofit under the name "Saint Paul's College 4 Life" (SPC4L), is seeking to develop the Saint Paul's Leadership Institute, a non-degree post-secondary Institution, to provide educational services and support to the local communities in Southside Virginia.

Goals

Existing organizational reports and documentation outlined several key goals in for the Institute as it develops, under the following overarching goal statement:

"SPC4LIFE is devoted to creating an equitable, family-based academic environment that will affirm and produce well-prepared and empowered leaders for the challenges of the evolving world."

Administration

- Goal: obtain accreditation from Southern Association of College and Schools Commission on Colleges (SACSCOC) or Transnational Association of Christian Colleges and Schools (TRACS)—will allow students to apply for FAFSA programs for financial aid
- Real Estate Development goals: Secure property including buildings in Downtown Lawrenceville and the former campus-
 - Multi-purpose redevelopment of the Peebles Building in downtown Lawrenceville
 - Repurpose buildings either on campus or in town for a hotel/hospitality center to include a café/coffee establishment

- Development of a small grocery store to serve the community with products produced in the planned agricultural program
- Space reallocation and repurposing in the current Entrepreneurial/Business Center (currently, the Brunswick County Conference Center)
- Development of support facilities/infrastructure on the former farm site for the unmanned systems and agricultural programs.

Curriculum/Offerings

- Cisco Academy at Saint Paul's: 12 week online & onsite courses towards Cisco certification with programs ranging from exploratory IT courses to career networking and programming courses that align with international industry badges and credentials
- Career Switchers: 12mo program for people with bachelor's degrees looking to switch fields to become licensed K-12 teachers—Master's level curriculum, equal to ½ of a master's degree
- Entrepreneurial & Leadership Management and Agriculture & Farming programming/courses

Future Areas of Exploration

- Entrepreneurial training center: Partner with Longwood & Virginia Tech to provide best practices, entrepreneurial courses, mentorship, access to capital
- Existing Business Support: helping local businesses improve/expand economically in the area
 - Skills/leadership trainings, mentoring, access to new markets/capital, SWOT analyses, strategic plan development
- Sector-Specific Workforce training/ certification through Higher Ed Center model—educational partners can share space in one physical location
 - Sectors: Wood products, medical/healthcare, agriculture, hospitality, unmanned systems, IT/Data Services

Please find more details on strategic objective, goals, and more from previous completed studies in Appendix XX.

Regional Overview: Southside Virginia and Brunswick County

The following section provides an overview of key trends and regional data for Brunswick County, home of SPC4L, as well as the Southside Planning District, which includes the counties of Halifax, Mecklenburg, and Brunswick. CECE analyzed demographic, economic, and industry data trends in Brunswick County, the Southside Planning District, and the state to better understand and compare historical trends and regional context that underlie the educational and economic conditions in the area.

Population and Demographics

As of 2022, the Southside Planning District, which includes Brunswick, Halifax, and Mecklenburg counties, had a population of 80,420. Population has been declining over time, with a decrease of 2,000 people, or 2.4%, since 2016. As of 2022, Brunswick County had a population of 15,910, representing a 4% decrease since 2016.

COVID-19 deaths in the Southside Planning District account for approximately 19% of the population loss seen over the last six years, with a total of 375 recorded casualties between the three counties. Future projections estimate the population of the region will remain stable at approximately 80,500 people over the next three years.

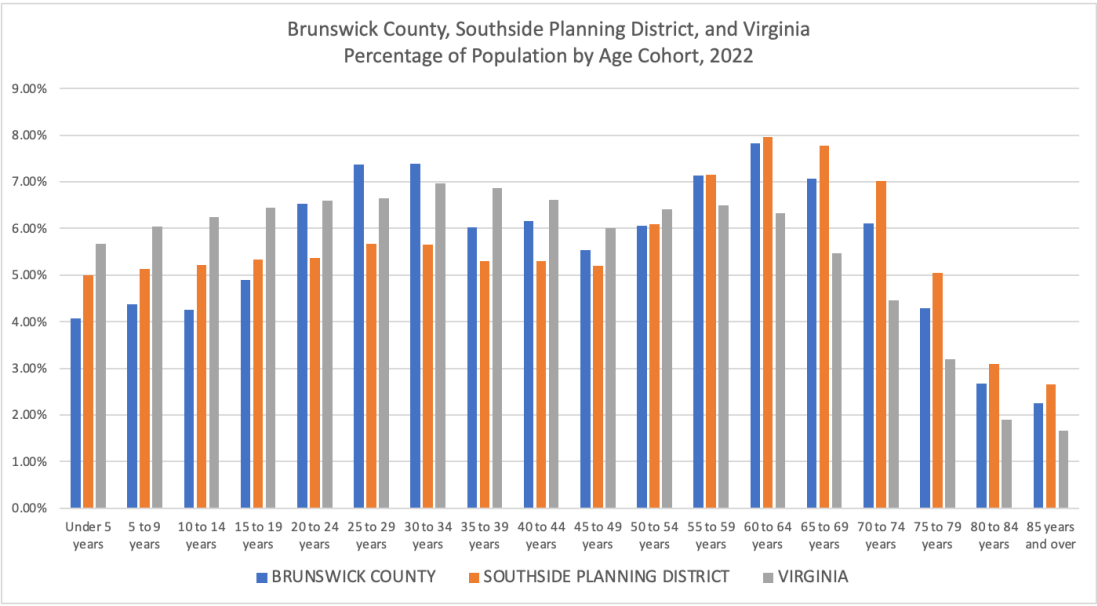


Source: Lightcast Q3 2022 Data Set

The Southside Planning District experienced a 2.43% loss in population over the last six years. That said, Hispanic, Asian, and Indigenous, and mixed-race minority groups have grown substantially. The two largest ethno-racial groups, white non-Hispanic people, and black non-Hispanic people, were the only two cohorts with a decline in population. These two groups comprise 94% of the population in the region and have lost a combined 2,991 people between them.¹

¹ See Appendix XX for full Lightcast Q3 2022 Data Set.

The median age of Brunswick County and the Southside Planning District was 44 years in 2022, comparatively older than Virginia’s median age of 38.4 years old. In comparison to the region and the state, Brunswick County’s youth population under 20 years old is lower, indicating a lower birth rate. The lower birth rate is accompanied by a drop in citizens aged 35 to 54. Fewer adults in the elder-Millennial and Gen X cohorts means fewer adults having children, reflected in the figure below. Brunswick does, however, have higher proportions of people aged 20 to 34 years old (exceeding the district and state) as well as people aged 55 and over, though the district itself has a larger overall proportion of seniors.

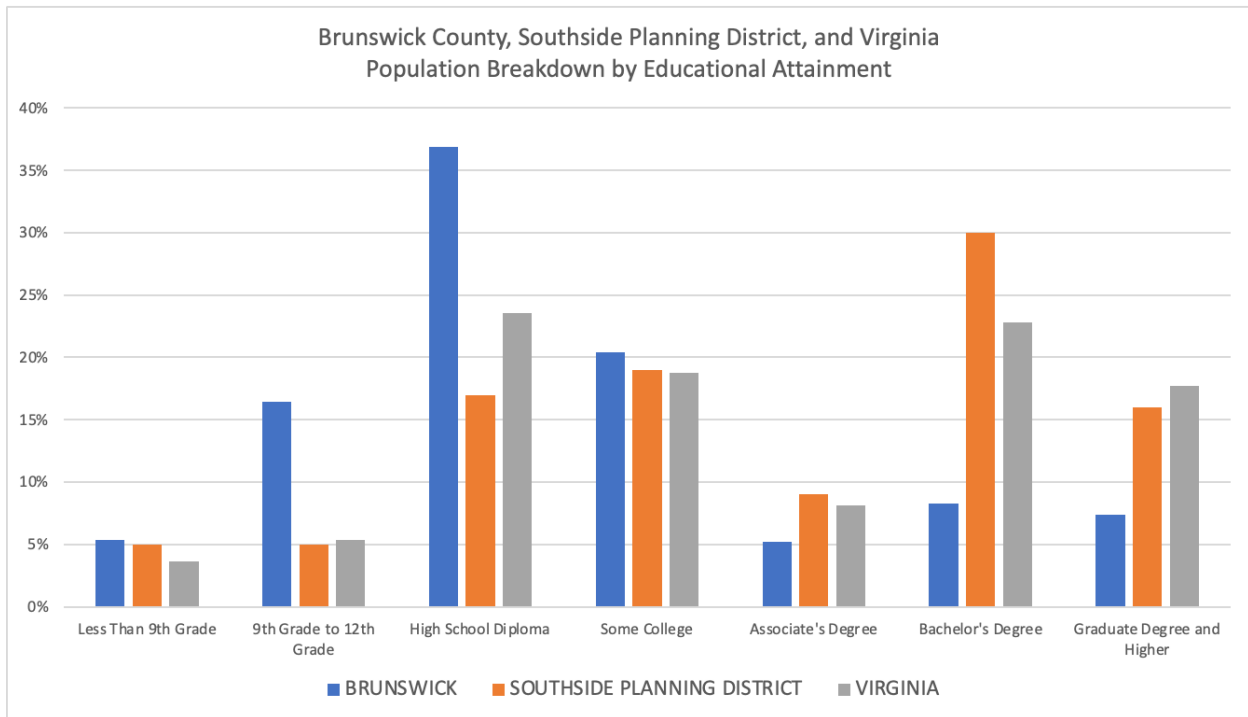


Source: Lightcast Q3 2022 Data Set

Educational Attainment

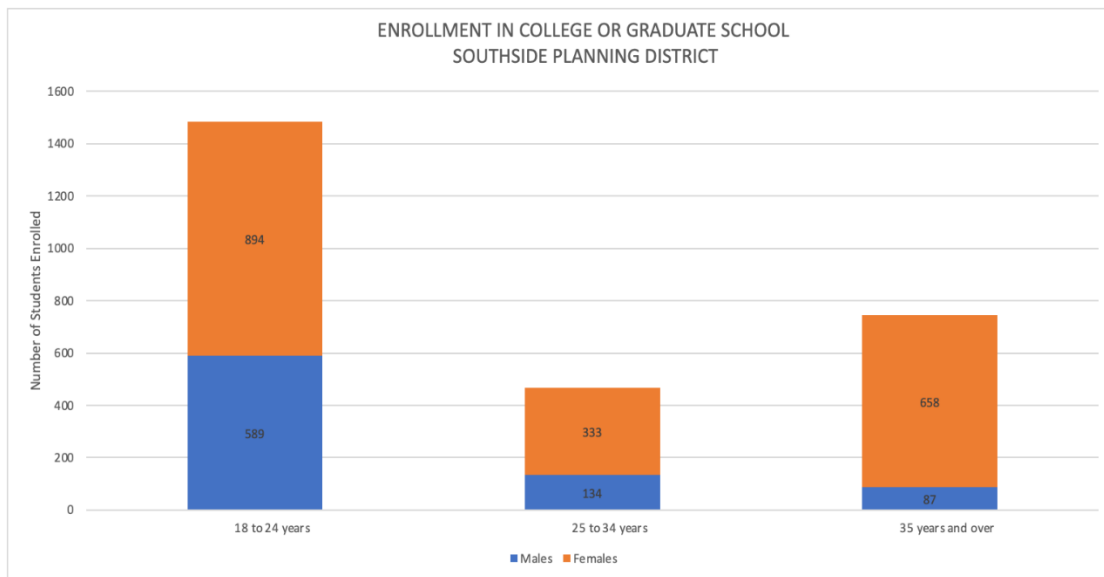
Educational attainment data focuses on residents’ highest level of education achieved. Brunswick County sees lower rates of educational attainment compared to the Southside Planning District and the state of Virginia. In the County, 21% of the population hold degrees at the associate's level or above, compared to the district’s 55% and state’s 49%. Almost 60% of the County do not have collegiate-level education, and 37% hold high school diplomas without higher education experience. The portion of the population in Brunswick County with a high school diploma is, therefore, disproportionately higher as compared to the district and state because of the lower percentage of the population attaining postsecondary education. Meanwhile, the district saw higher levels of educational attainment than the County and the

state. For instance, 30% of the population in the district hold a Bachelor’s degree, compared to 23% in the state.



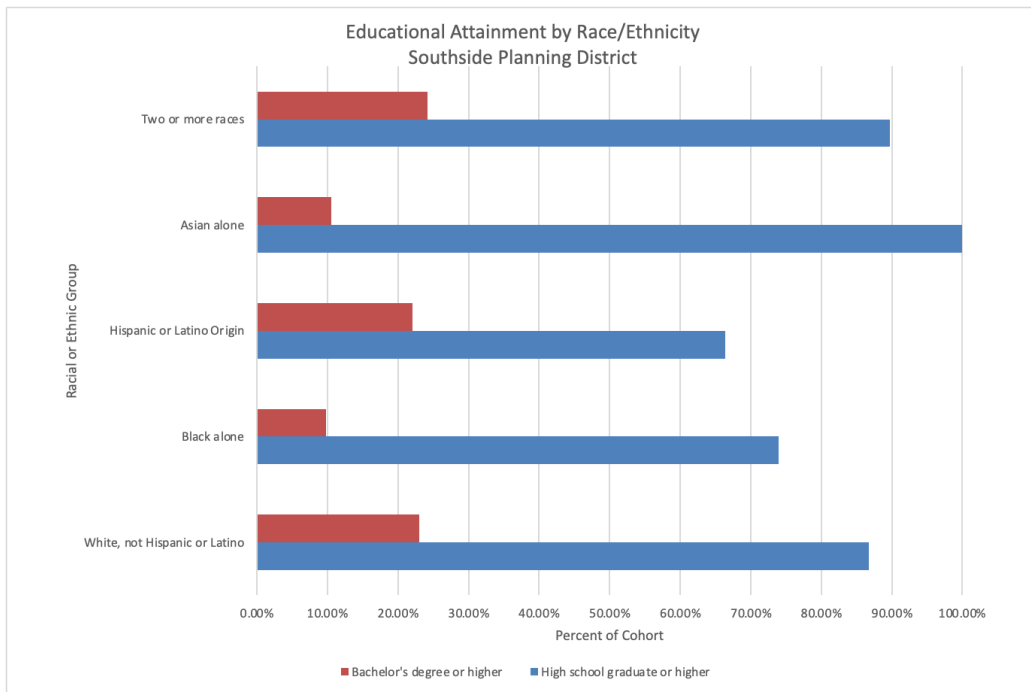
Source: Lightcast Q3 2022 Data Set

There are more females than males enrolled in college-level institutions in the Southside Planning District. Particularly, females over 35 years old enrolled in college-level institutions far outnumbered the portion of males enrolled within the same age group.



Source: US Census Bureau, ACS 2021 School Enrollment

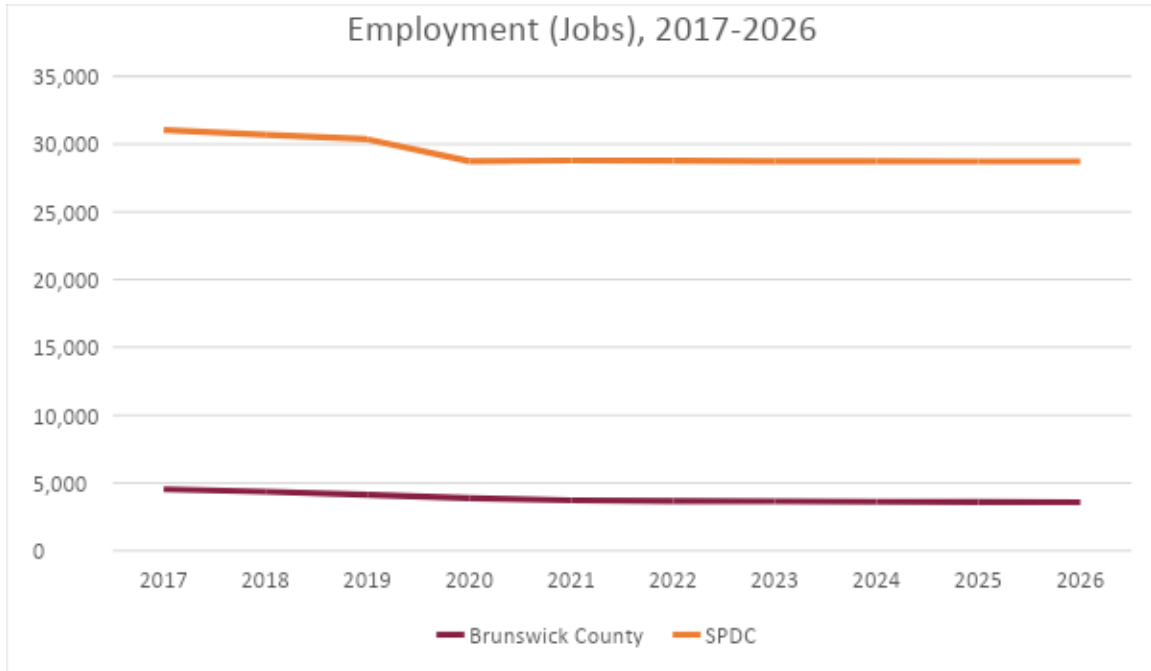
Black and Asian residents of the Southside Planning District are less than half as likely to hold a bachelor's degree or post-graduate degree.



Source: US Census Bureau, ACS 2021 School Enrollment

Employment and Poverty

As of 2022, 3,674, or 12.8%, of the Southside Planning District's workforce resides in Brunswick County. The number of employed people in Brunswick County has fallen at an annual rate of 3.15% since 2016 and is predicted to decline by 0.7% through the year 2026. The Southside Planning District has declined at a slower rate of 1.22% per year since 2016 but is expected to remain somewhat stable with a predicted loss of 0.05% over the next four years. The county and district stand in opposition to state-level increases of 1.28% since 2016 and projected growth of 3.1% per year.

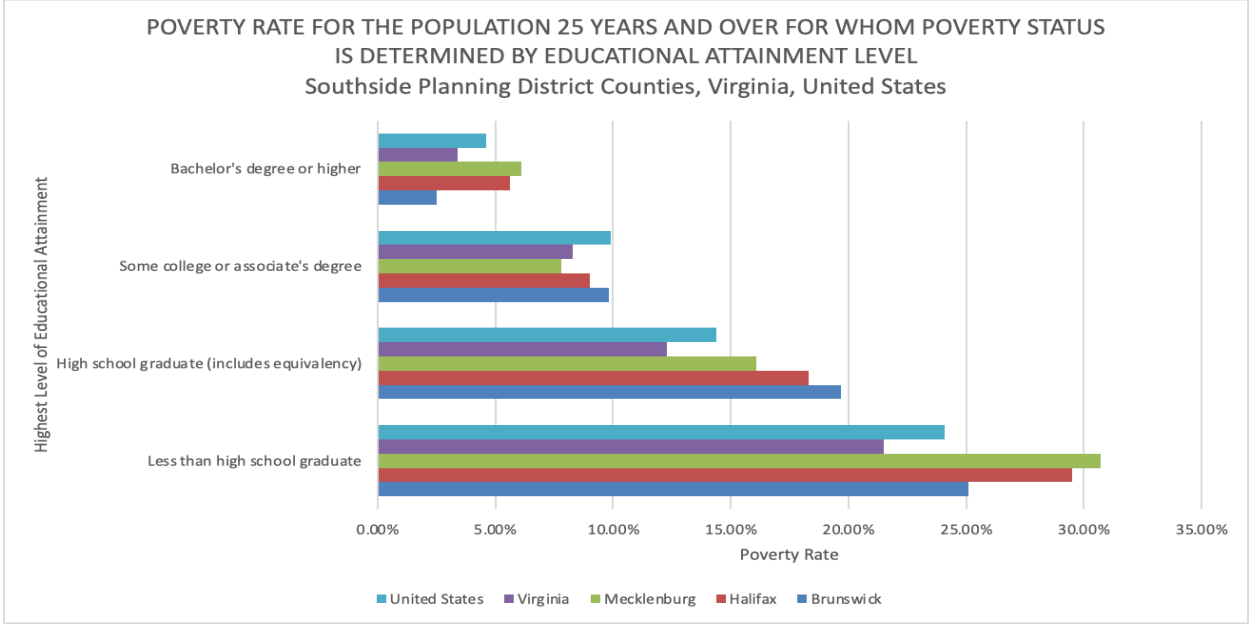


Year	Brunswick County	SPDC	Virginia
2016	4,594	31,209	4,352,236
2017	4,530	31,028	4,390,451
2018	4,359	30,683	4,424,660
2019	4,119	30,355	4,472,590
2020	3,877	28,736	4,289,346
2021	3,714	28,792	4,394,423
2022	3,674	28,763	4,446,447
Annualized change	-3.15%	-1.22%	1.28%
2023	3,641	28,742	4,490,225
2024	3,613	28,726	4,528,160
2025	3,589	28,714	4,560,097
2026	3,573	28,709	4,584,121
Predicted change	-0.7%	-0.05%	3.1%

Regional unemployment rates tend to follow state and national trends, though the district's unemployment is consistently above the state average. Unemployment peaked at 7% during the initial Covid-19 shutdown, below the national rate of 8.1% but above the state rate of 6.2%.



Poverty in all three counties across all levels of education exceeds state and national levels, with one exception for Brunswick County residents who hold bachelors' degrees. Mecklenburg and Halifax residents without a high school diploma are most greatly affected by poverty, with over 30% of Mecklenburg residents who didn't graduate high school living below the poverty line. Notably, the discrepancies between state and national averages narrow as the level of education increases.



Industry

As of 2021, the top three industries by employment in the Southside Planning District were Government, Healthcare and Social Assistance, and Retail Trade, providing a cumulative 13,408 jobs across the district. Employment in the government and healthcare industries has declined over time in the district, at a greater rate than the state. Government employment decreased by 11% since 2016 and healthcare employment decreased by 6%, whereas the healthcare industry across the state has grown in the same time period. Notably, However, retail trade employment in the district has grown slightly, contrary to the state trend of 4% decline since 2016. Particularly, grocery store employment grew by 13% in the district in that time.

Manufacturing is also a key industry for the region, although it has seen decline in employment since 2016, by 13%. However, plastic product manufacturing jobs have actually grown by 26%, at a rate faster than the state, in that same time.

Table XX: Southside Planning District, Top Industries by Employment, 2021

Industry	2016 Jobs	2021 Jobs	% Change in Jobs	VA % Change
Government	5,421	4,846	(11%)	(4%)
Health Care and Social Assistance	4,553	4,270	(6%)	3%
Retail Trade	3,434	3,485	1%	(4%)
Manufacturing	3,460	3,022	(13%)	2%
Accommodation and Food Services	2,252	2,053	(9%)	(11%)
Transportation and Warehousing	1,815	1,697	(6%)	16%
Administrative and Support and Waste Management and Remediation Services	1,935	1,620	(16%)	5%
Other Services (except Public Administration)	1,847	1,592	(14%)	(4%)
Construction	1,795	1,504	(16%)	9%
Agriculture, Forestry, Fishing and Hunting	973	859	(12%)	(13%)
Professional, Scientific, and Technical Services	700	727	4%	10%
Wholesale Trade	592	640	8%	(2%)
Educational Services	320	543	70%	5%
Finance and Insurance	591	512	(13%)	8%
Arts, Entertainment, and Recreation	445	371	(17%)	(4%)
Utilities	363	261	(28%)	(2%)
Real Estate and Rental and Leasing	233	256	10%	7%
Information	259	229	(12%)	(2%)
Management of Companies and Enterprises	177	172	(3%)	9%

Mining, Quarrying, and Oil and Gas Extraction	22	41	90%	(12%)
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Source: Lightcast 2022 Q3 Dataset

The top three occupations in the Southside Planning District as of 2021 were transportation and material moving, office and administrative support, and sales-related occupations. These occupations have seen a decline since 2016, with the exception of transportation and material moving, which increased by 5% in that time. The highest-earning occupation in the district was architecture and engineering, with a median hourly wage of \$35.93. The lowest-earning occupation was food preparation and serving, with a median hourly wage of \$10.72.

The fastest growing occupations in the district were arts, design, and media; community and social service; and business and financial operations. Particularly, arts, design, and media occupations have increased by 25% since 2016.

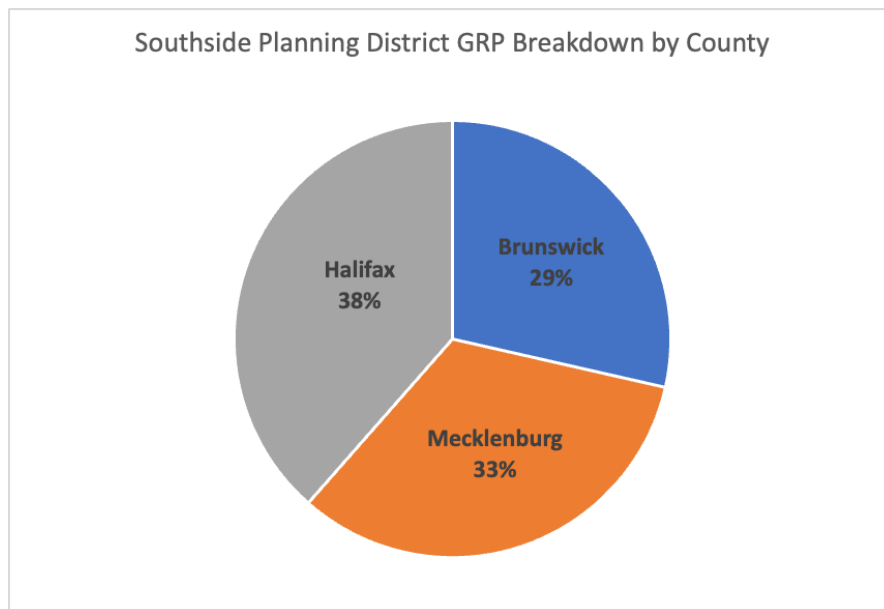
Occupation	2016 Jobs	2021 Jobs	% Change in Jobs	2021 Median Hourly Earnings
Transportation and Material Moving	3,307	3,456	5%	\$14.68
Office and Administrative Support	3,591	2,965	(17%)	\$15.37
Sales and Related	3,009	2,696	(10%)	\$12.18
Production	2,837	2,226	(22%)	\$17.21
Food Preparation and Serving Related	2,228	2,066	(7%)	\$10.72
Healthcare Practitioners and Technical	1,815	1,791	(1%)	\$28.92
Educational Instruction and Library	2,090	1,770	(15%)	\$21.13
Healthcare Support	1,956	1,761	(10%)	\$11.01
Installation, Maintenance, and Repair	1,523	1,352	(11%)	\$22.42
Management	1,145	1,327	16%	\$35.82
Construction and Extraction	1,393	1,317	(5%)	\$19.10
Building and Grounds Cleaning and Maintenance	1,557	1,234	(21%)	\$12.02
Protective Service	1,026	952	(7%)	\$17.67
Business and Financial Operations	737	861	17%	\$26.73
Personal Care and Service	750	653	(13%)	\$11.60
Community and Social Service	486	600	23%	\$20.42
Farming, Fishing, and Forestry	595	508	(15%)	\$17.07
Arts, Design, Entertainment, Sports, and Media	292	365	25%	\$19.45
Computer and Mathematical	294	341	16%	\$35.54
Architecture and Engineering	218	193	(12%)	\$35.93
Life, Physical, and Social Science	150	133	(11%)	\$29.66
Military-only	131	130	(1%)	\$20.24

Legal	79	94	19%	\$28.12
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Source: Lightcast Occupations Dataset, 2022

County	2020 Gross Regional Product (Thousands of Dollars)
Brunswick	772,591
Mecklenburg	891,154
Halifax	1,042,197
Southside Planning District	2,705,942

Source: US Bureau of Economic Analysis



Source: Lightcast 2022 Q3 Dataset

In Brunswick County, the top three employing industries were Government; Administrative and Support and Waste Management services; and Healthcare and Social Assistance. All three saw a decline in employment since 2016, with administrative and support services falling the most, by

32%. Meanwhile, the state of Virginia has seen growth in employment this industry as well as healthcare and social assistance.

Table XX: Brunswick County, Top Industries by Employment, 2021

Industry	2016 Jobs	2021 Jobs	% Change in Jobs	VA % Change
Government	1,078	946	(12%)	(4%)
Administrative and Support and Waste Management and Remediation Services	725	494	(32%)	5%
Health Care and Social Assistance	468	378	(19%)	3%
Agriculture, Forestry, Fishing and Hunting	351	307	(12%)	(13%)
Retail Trade	337	278	(18%)	(4%)
Manufacturing	242	222	(8%)	2%
Other Services (except Public Administration)	253	216	(15%)	(4%)
Construction	273	196	(28%)	9%
Educational Services	136	156	14%	5%
Transportation and Warehousing	229	141	(38%)	16%
Accommodation and Food Services	144	130	(10%)	(11%)
Finance and Insurance	71	72	1%	8%
Professional, Scientific, and Technical Services	111	47	(58%)	10%
Wholesale Trade	52	42	(19%)	(2%)
Real Estate and Rental and Leasing	21	26	22%	7%
Utilities	41	19	(52%)	(2%)

Source: Lightcast 2022 Q3 Dataset

The following were the top ten employers in Brunswick County as of 2022, aligning with the top industry sectors by employment:²

1. Brunswick County Public Schools
2. Geo Corrections and Detention, Inc.
3. Southside Virginia Community College
4. County of Brunswick
5. Meherrin River Regional Jail
6. Hyponex Corporation (Scotts Miracle Grow Company)
7. Food Lion
8. Brunswick Academy (Private Christian High School)
9. Virginia Carolina Forest Products, Inc.
10. Envoy of Lawrenceville (Assisted Living/Rehabilitation Facility)

CECE also examined top occupations for Brunswick County. As of 2021, the top occupations by employment were transportation and material moving, educational instruction, and office and

² Retrieved from Virginia Employment Commission, Q2 2022

administrative support. The highest earning occupation was architecture and engineering, with \$36.08 median hourly earnings. The lowest-earning occupation for the County was healthcare support, at \$9.85 median hourly wage.

The top growing occupations, which saw increases in employment since 2016, were legal and community and social services, at 35% and 22% growth, respectively. Arts, design, and media, and business and financial operations also saw modest growth, at 4% and 1%, respectively.

Table XX: Brunswick County, Top Occupations by Employment, 2021

Occupation	2016 Jobs	2021 Jobs	% Change in Jobs	2021 Median Hourly Earnings
Transportation and Material Moving	453	432	(5%)	\$15.99
Educational Instruction and Library	458	382	(17%)	\$20.93
Office and Administrative Support	468	368	(21%)	\$15.52
Healthcare Support	327	287	(12%)	\$9.85
Building and Grounds Cleaning and Maintenance	411	237	(42%)	\$11.40
Sales and Related	317	227	(28%)	\$12.96
Protective Service	359	209	(42%)	\$18.27
Construction and Extraction	222	193	(13%)	\$18.73
Farming, Fishing, and Forestry	231	185	(20%)	\$19.16
Management	169	176	4%	\$32.80
Production	197	174	(12%)	\$17.96
Installation, Maintenance, and Repair	213	152	(28%)	\$21.82
Food Preparation and Serving Related	180	142	(22%)	\$10.37
Personal Care and Service	118	105	(11%)	\$11.52
Business and Financial Operations	101	102	1%	\$27.16
Healthcare Practitioners and Technical	116	102	(12%)	\$25.28
Community and Social Service	71	86	22%	\$20.64
Arts, Design, Entertainment, Sports, and Media	33	35	4%	\$18.76
Computer and Mathematical	54	34	(37%)	\$32.45
Life, Physical, and Social Science	36	30	(16%)	\$29.34
Military-only	29	28	(4%)	\$23.15
Legal	11	15	35%	\$30.00
Architecture and Engineering	20	14	(26%)	\$36.08

The following seven industry sectors were also identified as key clusters in the County. These are more specific sectors within the high-level industry categories such as government and manufacturing. Top industry clusters are usually determined by the amount of jobs they provide within an area, high growth trends, and/or the concentration of businesses in the industry as compared to the nation (also known as the location quotient).

The Forestry cluster, which is comprised of Logging and Timber Tract Operations, contributes over \$23 million to the Gross Regional Product. However, this industry has shrunk over time, with jobs declining 7% between 2016 and 2021. Notably, downstream chemical products and local financial services have grown in the County, with an increase of 36% and 44% in jobs, respectively.

Top Industry Clusters	Jobs (2016)	Jobs (2021)	Jobs (2026)	Jobs, 2016-20 21 % Change	Average Earnings per Job	Payrolled Business Locations (2022)	Payrolled Business Locations (2017)	Concentration (LQ)
Forestry	316	295	286	-7%	\$70,189.00	16	21	182.04
Electric Power Generation and Transmission	40	19	12	-53%	\$78,186.00	1	1	421.91
Wood products	107	125	141	17%	\$70,027.00	3	4	68.24
Vulcanized and Fired Materials	34	70	43	106%	\$68,713.00	1	1	149.06
Downstream Chemical Products	14	19	29	36%	\$119,715.00	1	1	20.41
Local Financial Services	36	52	56	44%	\$95,316.00	9	8	0.91
Local Government Services	167	189	212	13%	\$60,928.00	23	21	1.57

Source: Lightcast 2021 Dataset

The sharp decline in jobs in the university setting coincides with the closure St Paul's College. That said, the jobs provided by the college were low paying jobs, with an average annual income of \$17,323. The decline in available jobs in Landscaping Services may also be connected to St Paul's shutting down as property maintenance/groundskeeping on campus were no longer needed.

Description	2011 Jobs	2014 Jobs	2011 - 2014 Change	2011 - 2014 % Change	Avg. Earnings Per Job
Elementary and Secondary Schools (Local Government)	548	480	-68	-12%	\$49,139
Colleges, Universities, and	358	<10	Insf. Data	Insf. Data	\$17,323

Professional Schools					
Facilities Support Services	348	470	122	35%	\$73,202
Colleges, Universities, and Professional Schools (State Government)	329	389	60	18%	\$46,140
Logging	216	282	66	31%	\$70,269
General Freight Trucking, Long-Distance, Truckload	161	80	-81	-51%	Insf. Data
Local Government, Excluding Education and Hospitals	159	157	-2	-2%	\$60,928
Services for the Elderly and Persons with Disabilities	130	184	54	41%	\$24,313
Landscaping Services	107	46	-61	-57%	\$29,566
Gasoline Stations with Convenience Stores	106	107	0	0%	\$32,460

Job Postings

CECE examined job postings data for Brunswick County as well to better gauge in-demand occupations that employers are looking to hire. Posting data were collected for the timeframe of January 2012 to December 2021. In total, the County had 473 unique postings for jobs in this time period.

The greatest portion of postings were for healthcare practitioners and technical occupations, which includes jobs such as chiropractors, dentists, and registered nurses, totaling 105 postings throughout the year of 2021.

Transportation and material moving, and sales-related occupations followed, with 46 and 43 unique postings in that time period, respectively.

Occupation	Unique Postings from Jan 2021 – Dec 2021
Healthcare Practitioners and Technical Occupations	105
Transportation and Material Moving Occupations	46
Sales and Related Occupations	43
Healthcare Support Occupations	37
Management Occupations	34
Installation, Maintenance, and Repair Occupations	28
Computer and Mathematical Occupations	28
Office and Administrative Support Occupations	27
Educational Instruction and Library Occupations	27
Business and Financial Operations Occupations	20
Food Preparation and Serving Related Occupations	14
Protective Service Occupations	14
Community and Social Service Occupations	11
Production Occupations	9
Building and Grounds Cleaning and Maintenance Occupations	9
Construction and Extraction Occupations	8
Arts, Design, Entertainment, Sports, and Media Occupations	3
Personal Care and Service Occupations	3
Architecture and Engineering Occupations	2
Life, Physical, and Social Science Occupations	2
Farming, Fishing, and Forestry Occupations	1
Legal Occupations	0

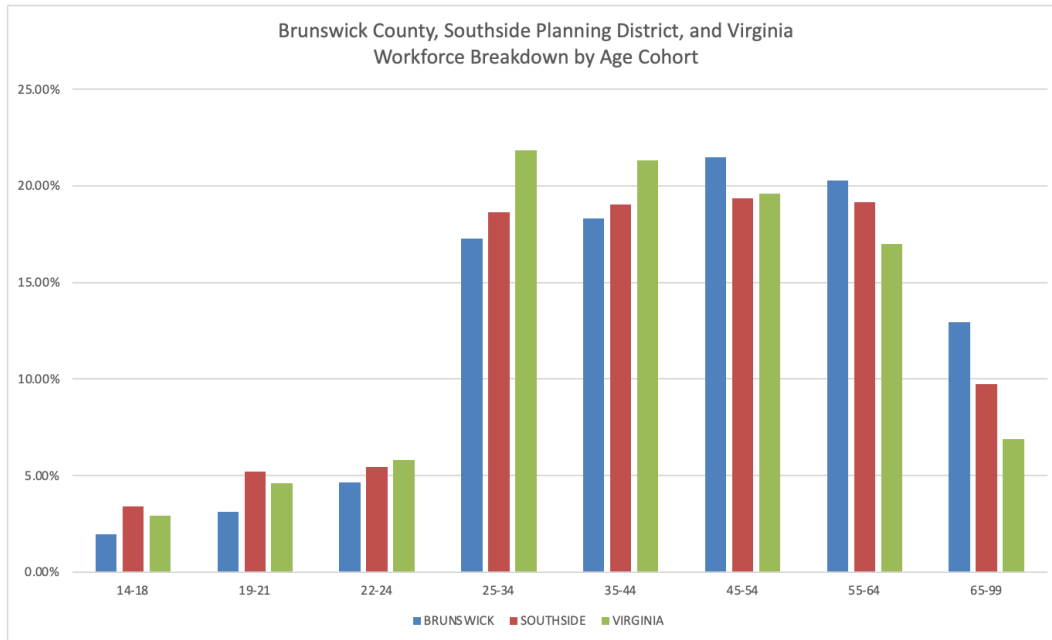
Source: Lightcast Postings Dataset, Jan. 2021-Dec. 2021

Workforce

The Southside Planning District had a labor force participation rate of 57.9% in 2022, growing by an annualized rate of 1.5% since 2017. Meanwhile, Brunswick County’s labor participation rate was lower than the district’s, at 52.7%. Labor participation has also grown in the County, although at a slower annual rate of 0.9% since 2017. In comparison, the state of Virginia had a higher labor force participation rate than both the County and the district, at 63.9% in 2022.

While Brunswick has more people under 35 years old, they are underrepresented in the county’s labor force. Instead, residents over the age of 45 years old make up roughly 55% of the workforce despite representing 49% of the total population. Seniors over 65 represent 13% of the workforce in Brunswick County; roughly double the state average for that age cohort. This

may indicate a lack of employment opportunities which allow older folks to retire comfortably. Youth workers under 25 are less present in the workforce, compared to the district and state. This discrepancy may indicate a lack of opportunities within the county for youth employment, or possibly that youth are attending higher education institutions outside of the county while still reporting Brunswick as their primary residence.

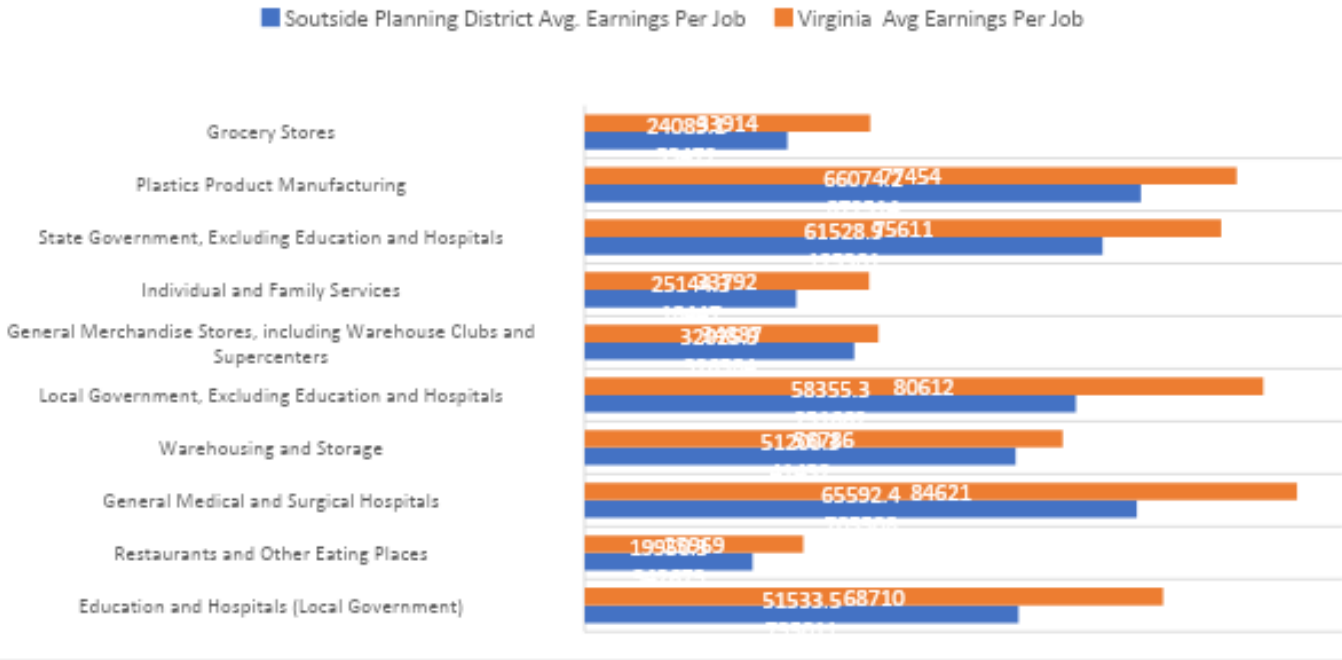


Source: QWI Explorer, Q1 2022

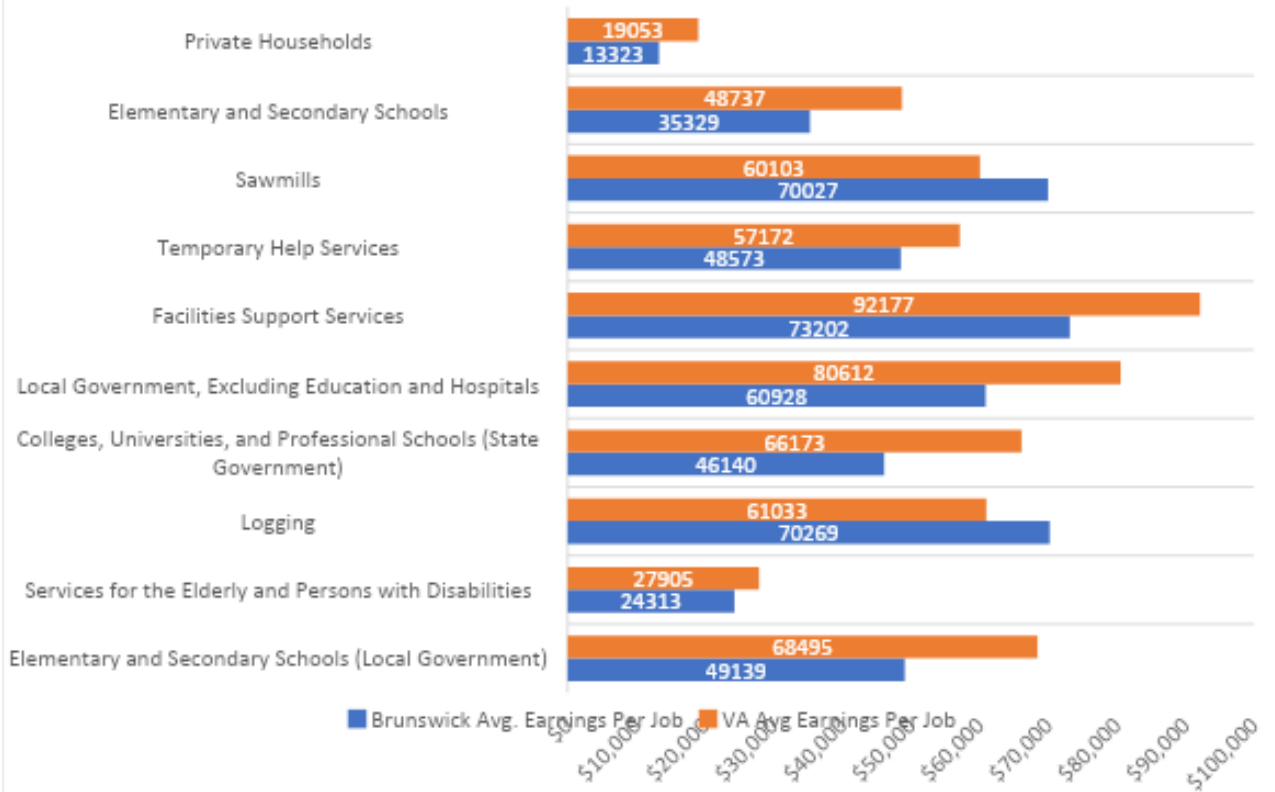
Wages

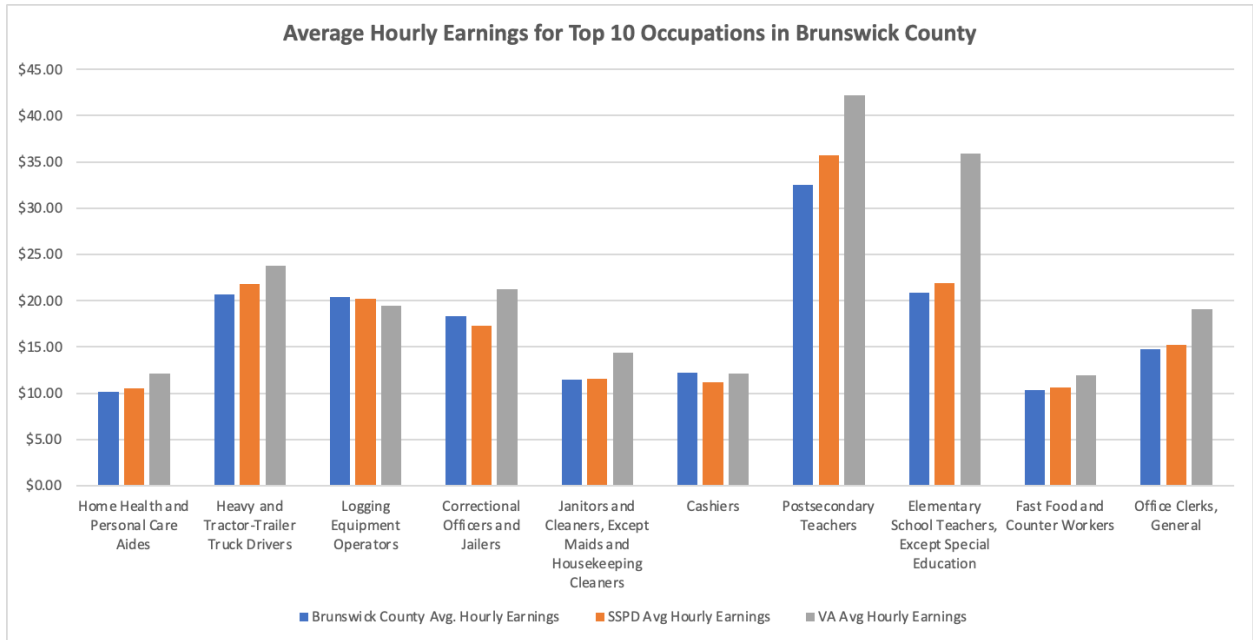
Wages in the Southside Planning District and Brunswick County tend to lag behind state averages across the board, with the exception of the timber industry. Annual average income of sawmill employees and loggers both exceed the state averages by roughly \$10,000. Wage discrepancies are the most significant in state and local government occupations, including schoolteachers and university employees. Residents of the Southside Planning district are earning roughly \$10,500 less than the state average annual earnings across its top ten employing industries.

Avg Annual Earnings in Top 10 Southside Planning District Industries, SSPD v. VA

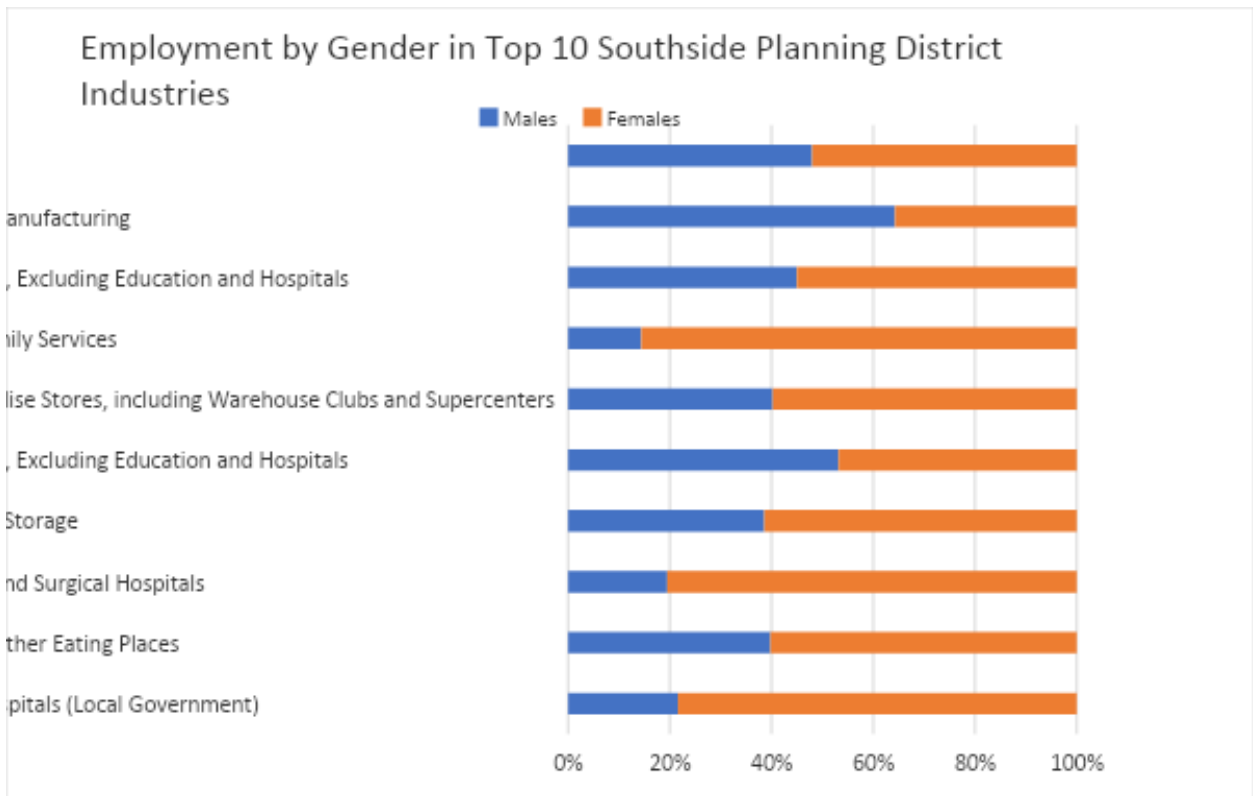


Avg Annual Earnings in Top 10 Brunswick County Industries, Brunswick v. VA

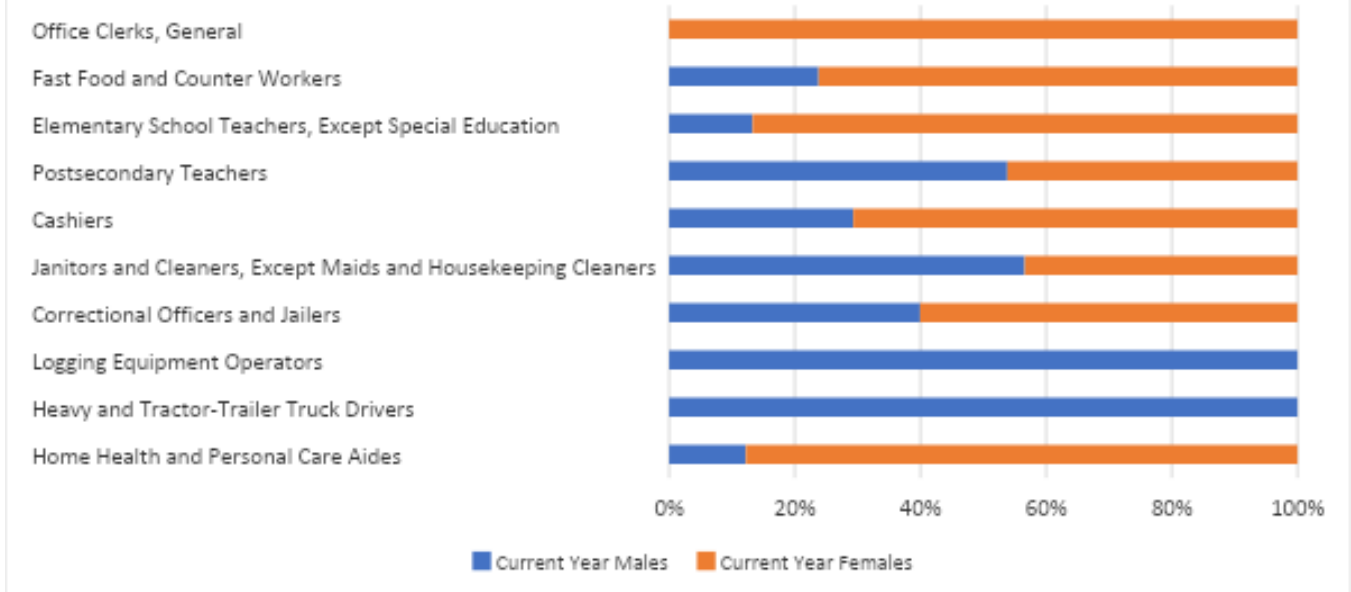




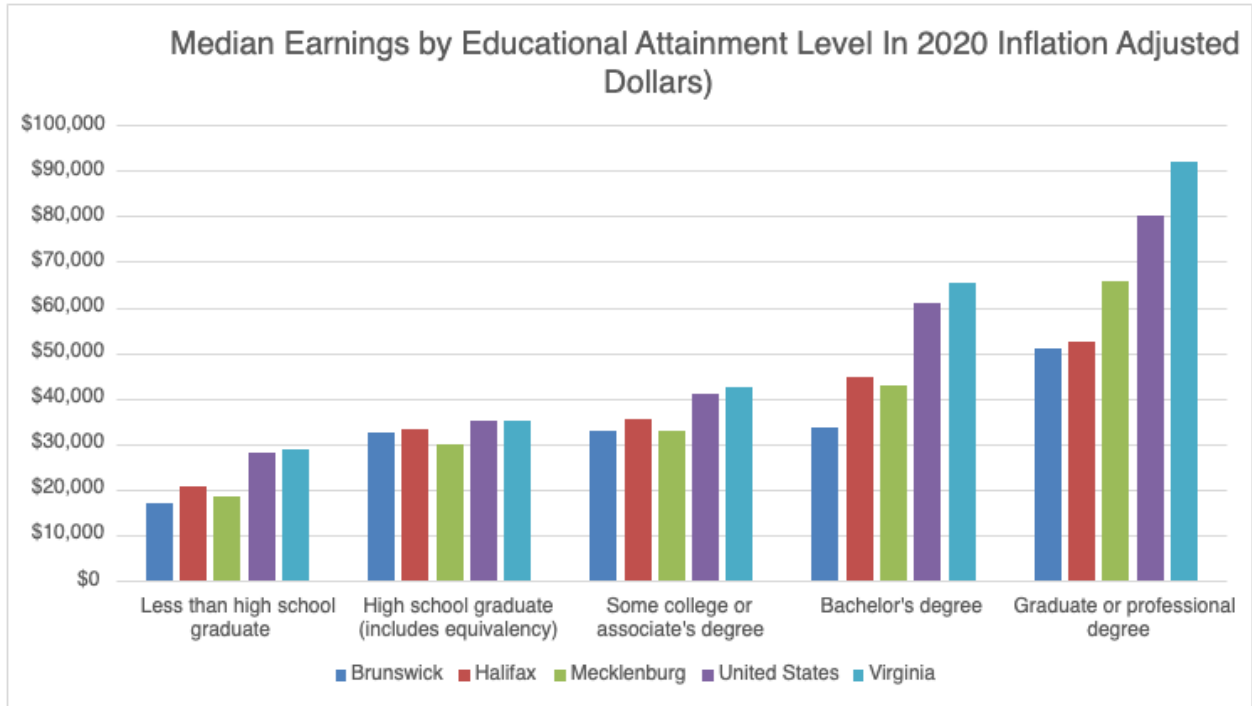
Brunswick County’s top occupations have clear gender divisions across most industries. Females are far more likely to fulfill roles as office clerks, school teachers, and home health aides, while the logging and trucking industry occupations are entirely male.



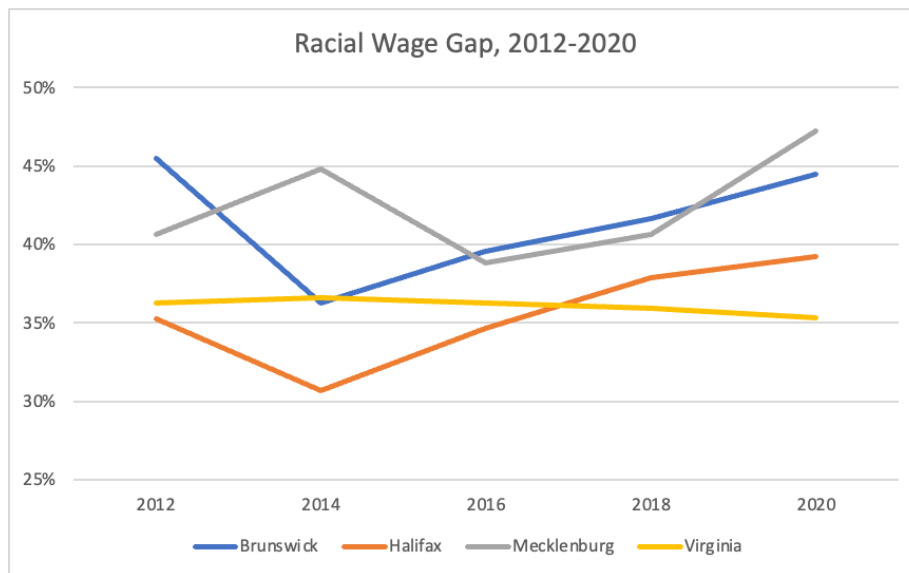
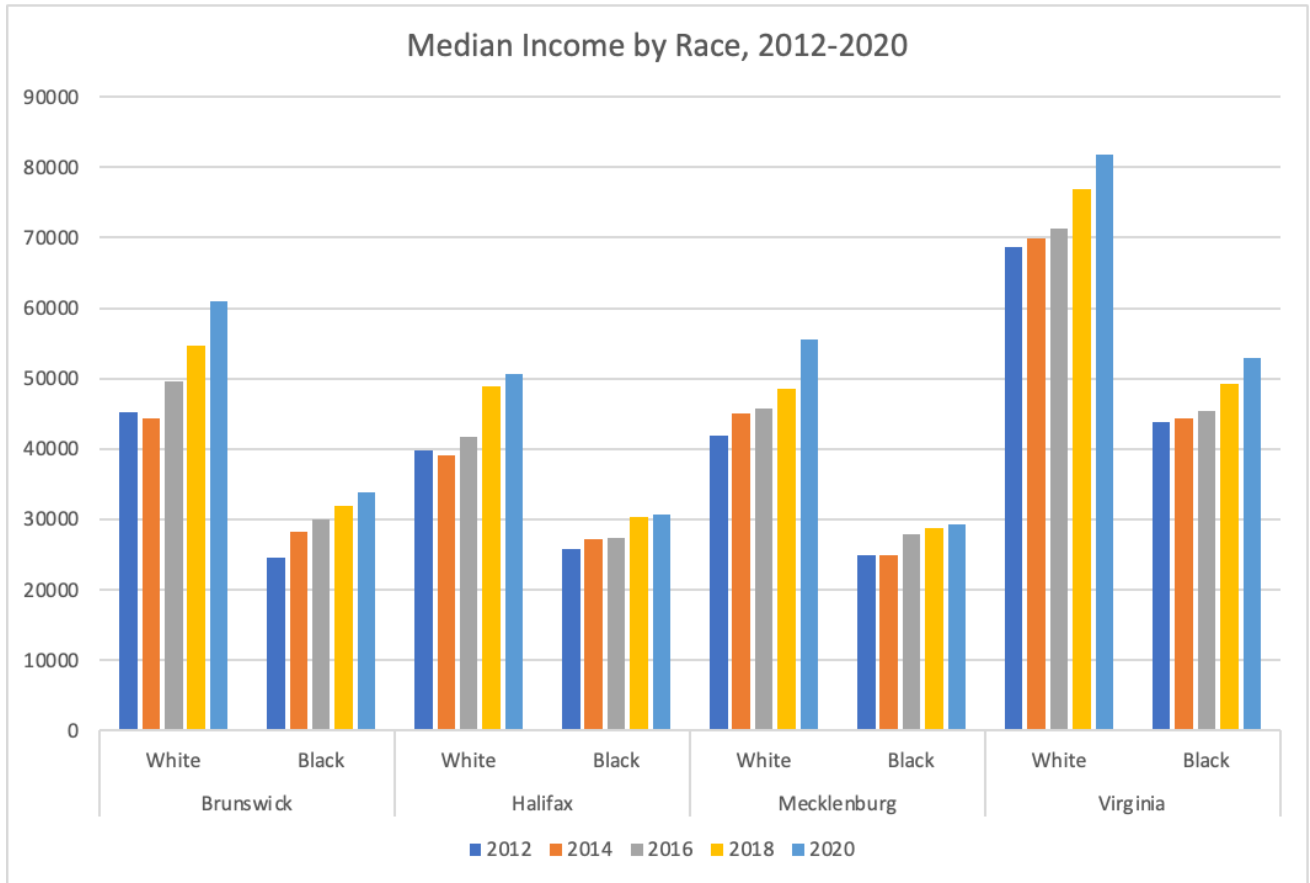
Gender Breakdown, Top 10 Occupations in Brunswick County



The increase in pay associated with higher levels of educational attainment is far less significant in the Southside Planning District than state and national averages. This is especially true in Brunswick County—those with high school diplomas earn roughly the same as those with Bachelor’s degrees, and those with professional degrees are earning 45% less than the state average of \$92,000. The lack of observed wage growth may serve to disincentivize higher education within the planning district, and/or facilitate a ‘brain drain’ as those who leave to pursue higher education do not return to the region.



Median incomes of black workers in the Southside Planning District are consistently lower than white workers, and the racial income gap has been steadily increasing over the last several years. In 2020, black people working in Brunswick County earned 44% less than white workers did, and this trend is reflected across the planning district while the income gap in Virginia has remained relatively consistent, if not slightly decreasing. The wage gaps in Brunswick, Mecklenburg, and Halifax are all greater than the rest of Virginia by upwards of 12%, as in Mecklenburg.



Regional Educational and Entrepreneurial Program Inventory

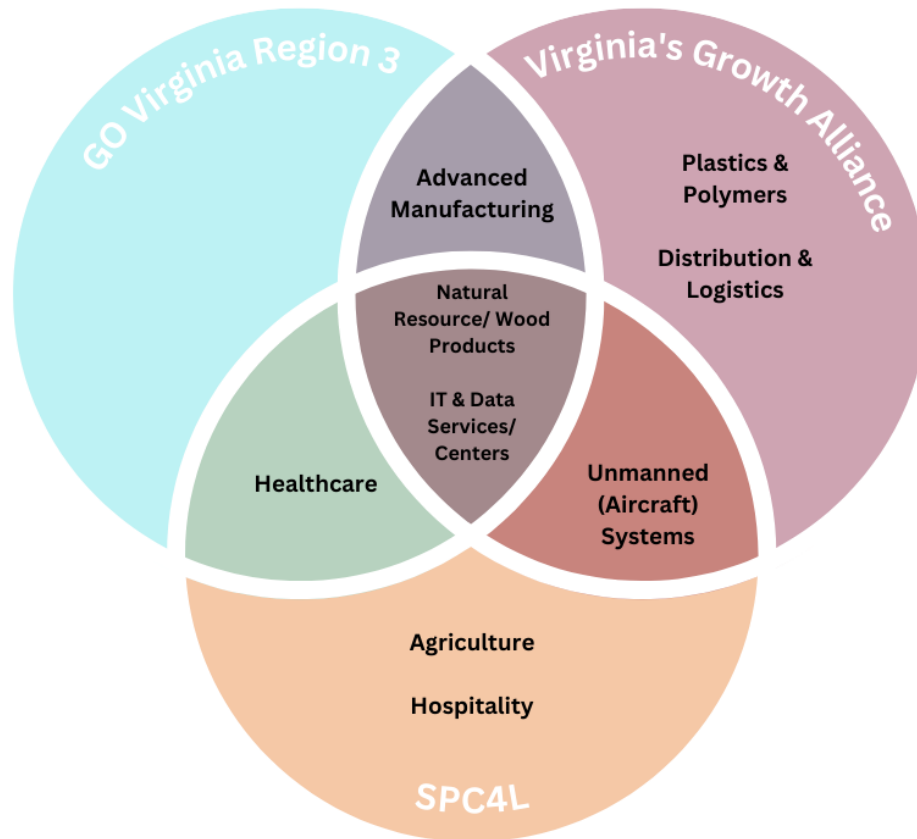
CECE analyzed existing regional strategic plans, studies, and other materials to better understand previously identified areas of need, target sectors, key strategies, and areas of opportunity within the educational, entrepreneurial, and industry context of the greater Southside region. With SPC4L's intention to serve as an economic development engine in the region, CECE studied ongoing efforts and future goals of existing organizations to gauge potential gaps or overlap.

Regional Economic Development Priorities and Strategies

CECE examined regional plans and materials from GO Virginia Region 3, a faction of the GO Virginia statewide economic development initiative that funds collaborative projects for growth, as well as Virginia's Growth Alliance, the regional economic development organization (REDO). The research gleaned included key growth priorities and target industries, opportunities for future growth, and strategies for strengthening the region.

CECE compared the target sectors identified by regional groups to those flagged by St. Paul's College as areas of future opportunity. The following figure demonstrates common target sectors. Notably, SPC4L, GO VA Region 3, and the Growth Alliance all identified natural resource products and IT and data services/centers as key target sectors for the region.

Figure XX: Common target sectors among key regional organizations



The research team also examined the organizations’ goals and strategies to gauge ongoing business, workforce, and economic development efforts.

Virginia’s Growth Alliance (VGA) (REDO)

Key Sectors

1. Advanced manufacturing
2. Data centers
3. Distribution and logistics
4. Plastics and polymers
5. Unmanned Aircraft Systems (UAS)
6. Wood products

While VGA did not have a strategic plan available at the time of this research, the organization received \$100,000 in GO Virginia funding in May 2022 for the VGA Refresh/Restart initiative, a “strategic reset” of the organization’s goals, priorities, and support to help realign the group and improve sustainability.

Go VA Region 3 Entrepreneurship & Innovation Investment Strategy (2020)

Commissioned by the GO Virginia Region 3 Council, this strategy roadmap developed by the Mid-Atlantic Broadband Communities Corporation in partnership with the Longwood University Office of Community and Economic Development serves to guide growth of the region’s economy through entrepreneurship and innovation.

The GO Virginia region 3 Council identified the following as target industry sectors for the region:

- Advanced Manufacturing
- Healthcare
- Data Centers & IT
- Natural Resource Products

The Investment Strategy also outlined the following key investment opportunities to further develop Region 3's economic ecosystem:

Investment Opportunities:

1. **Connect entrepreneurship resources:** by leveraging the investment in the digital SOVA Entrepreneurs Resource Hub and by convening regional ecosystem builders on a regular basis for professional training, action-oriented work groups, and adoption of a transparent regional entrepreneurship scorecard. This group would leverage connections to create a region-wide mentor network.
2. **Support existing business growth and innovation** by leveraging the investment in the R3B Map and by formalizing referral pipelines among economic development partners to develop a robust business retention and expansion (BRE) program.
3. **Develop entrepreneurship training programs to nurture aspiring entrepreneurs.** Specific actions include creation of a region wide youth entrepreneurship program and a training pipeline for adult learners that has levels to meet entrepreneurs where they are in the process of business creation, expansion, or commercialization. Training programs should be designed to serve underrepresented populations. Training programs should prioritize product and technology business development, with specific programming aligned with Region 3's target sectors.
4. **Expand access to capital** by facilitating a regional angel investor network (not a fund), creating a region-wide revolving loan fund, and engaging traditional lenders in a community development fund.
5. **Expedite broadband expansion** by funding middle mile expansion projects that support the regional growth and diversification plan and by facilitating local and regional efforts that will build leadership capacity to partner with ISPs and successfully obtain federal and state grants for last mile efforts.
6. **Fund a Regional Entrepreneurship Navigator** to facilitate implementation. This individual would be focused on convening regional ecosystem builders and scaling the regional ecosystem by facilitating communication and collaboration among support providers.

Southside Planning District Commission (SPDC) Comprehensive Economic Development Strategy (CEDS) Plan

The SPDC CEDS plan, a regional document required to be updated every 5 years in order to qualify for federal Economic Development Administration support, serves to evaluate the region's economic progress and realign goals and objectives for the future.

The CEDS Plan for 2020-2025 identified the following business sectors from the 2019 GO Virginia Growth & Diversification Plan for Region 3:

- Advanced Manufacturing
- High Value Wood Products
- Cyber Infrastructure
- Talent Development and Recruitment

The CEDS organizes the region’s goals and objectives into the following focus areas:

- Business, Industry, & Jobs
- Infrastructure & Transportation
- Community Development & Quality of Life
- Education & Workforce Training

The research team paid particular attention to the business, industry, and jobs, and the education & workforce training areas, which best aligned with SPC4L’s goals and vision. The following table provides key objectives from the SPDC CEDS plan that address needs in these areas:

Goal Area	Objective
Goal 1: Business, Industry, and Job Creation	3) Provide “at risk” financing to encourage industrial/small business expansions and new start-ups throughout the Region.
	4) Create a “shared workspace” to facilitate remote workers encoring migration of urban residents seeking to relocate away from congested cities
Goal 4: Education and Workforce Training Programs	1) Expand programs offered in technical/ vocational training areas such as healthcare, welding, electrical, machining, and others.
	2) Encourage investment in public school systems to improve learning and equip students with state-of-the-art programs/ curriculum to achieve a pool of skilled workers that can be employed and retained within the Region.
	3) Pursue Certified Work Ready Community designations for each County to help the Region attract new businesses and jobs
	4) Promote greater citizen achievement of a high school diploma, two-year college degree, and bachelor’s degree by emphasizing “Degrees Matter” and other pro-degree initiatives
	5) Promote and support direct entrepreneurship education, mentorship, and internship efforts.

Many of these objectives aligned with the types of services and resources that SPC4L envisions providing to the community, particularly, supporting small businesses and entrepreneurship, encouraging shared workspace, and strengthening the K-12 pipeline. These regional goals

should be taken into consideration for SPC4L to better align itself with ongoing regional efforts or, where appropriate, differentiate its services.

Educational Institutions and Organizations

CECE conducted research to provide a baseline inventory of existing programs, degrees, certificates, and workforce training being offered by higher educational institutions and other key partners in the region. These regional entities include:

- Southside Virginia Community College
 - Southern Virginia Higher Education Center
- GOTEC VA
- Virginia Cooperative Extension (Virginia Tech, Virginia State University)
- Richard Bland College of William and Mary
- Virginia State University

Other potential assets and institutions outside of the immediate region also included:

- Hampden-Sydney College
- Longwood University
- Averett University

Southside Virginia Community College (SVCC) (<10 mi from St. Paul's College)

This community college, located in Alberta, VA, with 6 other campuses in Southside Virginia, offers a variety of Associate degree programs, career certificate programs, dual enrollment, and more. Other job training includes ServSafe, CPR & First Aid, Tradesmen Training, and REFIT (fitness) certification and training programs. SVCC also participates in the FastForward Credential program, offering students a low-cost, short-term training program in welding, diesel/automotive technology, healthcare, massage therapy, HVAC, truck driving, power line maintenance, and solar. Costs for this program range between \$545 (gas metal arc welding) up to \$5,366 (diesel technician).

Lake Country Advanced Knowledge Center (LCAKC), South Hill

- This location offers college classes as well as the High-Performance Technology Program, the new Center for Information Technology Excellence (CITE) Program, a welding program, dual enrollment offerings, GED classes, computer classes and a cybercafé.
- Area high school students may take dual enrollment courses at **(CITE)**, pursue Industrial Electrical and HVAC training, or learn Welding skills at the LCAKC. Each program allows students to earn a college certificate and pursue industry recognized credentials. Programs are open to adult students as well.

Estes Community Center, Chase City

- This location offers SVCC classes, two fully equipped computer labs, and a nursing simulation lab.

Southern Virginia Higher Education Center (SVHEC), South Boston³

³ <https://www.svhec.org/>

- This location offers SVCC Associate college degree programs, job training, as well as short-term, hands-on credential-based training in information technology, mechatronics (automation technician), welding, and HVAC:
 - HVAC (NCCER, NCRC, OSHA 10, EPA 608)
 - IT Academy (CompTIA, NCRC)
 - Automation Technician (NCRC, SACA)
 - Welding (NCCER, AWS, NCRC)
 - OSHA general industry training
- This location also houses the Career Tech Academy, a year-long, hands-on training program for high school juniors and seniors from Charlotte, Halifax, and Mecklenburg Counties. Through hands-on training, students gain in-demand job skills in automation & robotics, information technology (IT), industrial technology, and welding (currently welding is only available to Halifax County students).
- The SVHEC also serves as a campus for the ODU Distance Learning program, offering online Bachelors and Associate programs and instruction.
- ProductWorks@SVHEC: a one-stop manufacturing resource, product development environment for regional industry
- A partnership between Mecklenburg Electric Cooperative, Southside Electric Cooperative, and SVCC led to the creation of the Power Line Worker program

GOTEC VA Collaborative Program

GO TEC is a collaborative project developed between six higher education partners and regional stakeholders, including the Virginia Department of Housing & Community Development as lead funding partner, that aims to build a regional system and pipeline for talent and career training in IT, advanced manufacturing, and other in-demand STEM industries. The program focuses on building the K-12 pipeline starting with middle school students and continuous engagement through post-secondary programs.

- Includes training and programming in:
 - precision machining
 - welding
 - IT/cyber security
 - Robotics
 - automation/mechatronics
 - advanced materials development
- Program is a hub-and-spoke model where students are introduced to occupations and base skill training in Career Connections Labs, then connected in high school to expanded career and technical courses, industry certification programs, and dual-enrollment training opportunities with higher education partners
- After graduation, students are encouraged to pursue advanced level training with a hub educational provider

Virginia Cooperative Extension

Virginia Cooperative Extension in Southeast Virginia serves as an outreach branch for Virginia Tech and Virginia State University. Extension offices typically provide educational programs, training, events, and community engagement opportunities such as 4-H youth programs.

In 2018, Brunswick County Extension, in partnership with regional stakeholders, released the Brunswick Situation Analysis, which examined key population, educational, and economic trends in the region as well as challenges and opportunities for community development. The following are several key findings from the analysis:

- Identified opportunity for additional small business development
- Lower educational attainment noted
- High poverty rate
- Education priorities:
 - “Extension, Brunswick Co. Public Schools, & Board of Supervisors should work in unison to better the entirety of the education system. Offering more programs & classes will benefit the community now and for years to come. Brunswick should be re-built from its foundation up. Start with its youth.”
 - Financial literacy
- Childcare as a priority: need for parenting skills development, programs for children

Brunswick County location

Provides education through programs in Agriculture and Natural Resources, Family and Consumer Sciences, 4-H Youth Development and Community Viability, which also include:

- Forestry, conservation, logging and real estate classes and workshops
- Agriculture and livestock: certifications, training programs (Master Cattlemen’s Program)
- Community viability: local leaders training, facilitation services to regional and local groups

Mecklenburg County location

Provides education through various programs with workshops typically 1-6 hours long. Programming includes:

- Agriculture and Natural Resources classes
- Pesticide Safety Training and Recertification Classes
- Family and Consumer Sciences: Food, Nutrition and Health-Adult Chronic Disease Prevention; Diabetes Management; Healthy Lifestyles; Safe Food Handling; Food Preservation
- Family Financial Management: Consumer Education; Saving Money; Budgeting; Getting Out of Debt

Virginia State University (VSU) (45 mi from St. Paul’s College)

VSU is a public land-grant four-year historically Black university (HBCU), located in Petersburg, VA. VSU has numerous ties throughout Brunswick County and the larger Southside Virginia region, including partnership with Virginia Tech through the Virginia Cooperative Extension Program. The institution also includes the VSU Center for Entrepreneurship, which offers events, workshops, other programs for students and entrepreneurs in the region.

Richard Bland College of William & Mary (RBC) (47 mi from St. Paul’s College)

RBC is a residential two-year college that offers Associate degree programs as well as certificates in logistics, communications, and fine arts. The College’s Guided Pathways to

Success program also provides each student with a Learner Mentor to help keep students on track for graduation.

Hampden-Sydney College-Flemming Center for Entrepreneurship and Innovation (>50 mi from St. Paul's College)

Hampden-Sydney College is a private four-year liberal arts men's college, located in Prince Edward County, VA. In addition to its degree programs, the college houses the Fleming Center for Entrepreneurship and Innovation, which serves as a hub for students to hone entrepreneurial skills and work with entrepreneurs, faculty, and other mentors. The Fleming Center hosts some of the following programs and initiatives:

- Farmville Collegiate Accelerator: an incubator space and program in collaboration with Longwood University, the Town of Farmville, and H-SC, that provides founders with instruction in entrepreneurship best practices and scaling seed ventures
- YOU Innovate: pitch tournament open to students, faculty, and staff where participants must communicate the value of household objects
- Hatteras Island Internship Program: Hatteras Island Ocean Center (HIOC) offers qualified summer interns opportunities to explore non-profit enterprises, science education, and scientific research
- Tiger's Den New Venture Incubator: semester-long incubator program culminating in pitch competition and cash-prize seed-funding

Longwood University (>50 mi from St. Paul's College)

Longwood University is a public four-year university located in Farmville, VA. According to the 2020 Region 3 Investment Strategy, Longwood is exploring offering a for-credit entrepreneurship curriculum through Continuing and Professional Studies for adults and possibly high-schoolers. The university is also exploring a partnership with Hampden-Sydney College's Center for Entrepreneurship and Innovation for an entrepreneurship curriculum and potential entrepreneurial center in Downtown Farmville that would be open to students and community members.

The university also houses the Longwood Small Business Development Center (LSBDC) program, in partnership with the U.S. Small Business Administration, which serves 19 counties and 6 cities in South/Central Virginia. The LSBDC provides education, consulting, and economic research assistance to communities. The following are some services and initiatives that the LSBDC provides:

- Free classes, consulting, and personal consultations on the topics of: business planning; marketing; sales; accounting; selecting legal registration for business; and intellectual property
- Economic development assistance: market verification services for new business recruitment, consumer surveys, and economic impact assessments.
- Refocus 2021: a pilot initiative to engage a select number of businesses and their management teams in structured consulting, peer to peer networking, and upon completion of the program, potential access to financial and/or marketing incentives.

Averett University (>50 mi from St. Paul's College)

Averett University is a private four-year Baptist university, located Danville, VA. In addition to degree programs, the university is home to the Averett Center for Entrepreneurship and

Innovation, which was founded in 2020 to serve as an academic/learning lab and entrepreneurial gateway for students, connecting them with the region's economic environment. The Center provides interdisciplinary project-based learning, idea creation, and collaborative problem-solving opportunities for students.

The University also includes the Center for Community Engagement & Career Competitiveness (CCECC), established in 2014, which is envisioned as a “regional hub for linking students, faculty and staff from Averett, Danville Community College and Piedmont Community College with community partners to create distinct learning experiences and career opportunities.”⁴

Entrepreneurship and Innovation Resources

SOVA Innovation Hub (66 mi from St. Paul's College)

The SOVA Innovation Hub is a non-profit organization, located in South Boston, which houses a coworking space, a training space, and the Microsoft Experience Center. The organization provides programming in digital skills, entrepreneurship, and more.

- The Center facilitates digital skills for teachers programming, in partnership with the Computer Science Teachers' Association-Southern Virginia chapter, and provides access to CodeVA training for continuous education and accreditation opportunities for computer science
- The Career Boost program at the Hub provides job seekers with free access to the coworking space for interviews.
- The Hub also “facilitates partnerships and programs to support the advancement and connectivity of Southern Virginia entrepreneurs and entrepreneurship ecosystem through RISE Collaborative.”⁵
- Microsoft Experience Center: space within the SOVA Innovation Hub where users can explore innovative digital applications and interact with technology experts, which includes:
 - Agriculture: FarmBeats project interactive display that explores data-driven farming
 - Microsoft HoloLens: mixed reality device for workplace and collaboration applications

RISE Collaborative

RISE Collaborative was established in 2021 in partnership between SOVA Innovation Hub and Longwood University to drive economic development through growth of entrepreneurship and innovation. The Collaborative services 15 localities in Southern Virginia, aligning with the GO Virginia Region 3 service footprint, providing access to business resource providers, training and skill-building programming, and networking opportunities.

- Services for students:

⁴ Retrieved from: <https://www.averett.edu/ccecc/about-the-ccecc/>

⁵ Retrieved from: <https://sovainnovationhub.com/entrepreneurship/>

- o CO.STARTERS Generator: modular program that helps teens in grades 8-12 explore interests through generating, testing, and launching ideas for businesses, ventures, or products.
 - o NOW Teamship: groups of high-school students practice problem-solving skills for real-world business issues, culminating in a pitch session to business partners. Students are guided by NOW program mentors throughout the process.
 - o Collegiate Business Plan Competition: eligible students enrolled in college in Southern Virginia and/or permanently residing in the region work together during this 6-month program to develop a business model, culminating in a competitive pitch session. Past awards ranged from \$1k to \$4k per team.
 - o Student Idea Summit: experiential learning events for students to develop entrepreneurial mindset and knowledge-sharing
- Services for businesses:
 - CO.STARTERS Business Bootcamp: 8-week live online, cohort-based program that equips entrepreneurs of all kinds with the insights, relationships, and tools
 - CO.STARTERS Business Idea Workshop
 - RISE Meetups and other networking/learning events
 - Resource Compass directory for small business and entrepreneur resources across the region

Other Regional Workforce and Education Assets/Organizations

Southern Virginia Food Hub-SOVA Makers Market

Southern Virginia Food Hub, Inc., located in South Hill, VA, is a non-profit corporation providing educational and charitable services with a focus on food and farming. The Makers Market facility includes a certified kitchen and grocery storefront, and the SOVA Food Hub operates a Farmers Market. The organization works to connect farmers, producers, and makers with sellers and consumers in the region.

The Global Center for Automotive Performance Simulation (GCAPS):

GCAPS is a Virginia-Tech affiliated company providing advanced research, simulation, testing, and vehicle technology development. The company also provides paid internship and scholarship programs.

Postsecondary Completions

With the presence of several higher educational and training institutions within a 50-mile radius of Brunswick County, the research team examined regional postsecondary completions data to better understand concentrations of programs and potential gaps in completions.

Secondary, or high school, certificate completions data was not available at a regional or local level for this study.

In Brunswick County, all post-secondary program completions in 2020 were at Southside Virginia Community College. Enrollment data was available up to 2020, when SVCC had 3,123 students enrolled

from the county. In 2020, Brunswick County saw 962 completions across all degree and certificate programs at SVCC. Since 2015, completions among the county fell by approximately 29%.⁶

Completions across all programs among Brunswick County students fell 3.5% between 2020 and 2021, likely in part due to persisting economic and social impacts of the 2020 Coronavirus pandemic.

Table X: Southside Virginia Community College Completions, Brunswick County, 2020-2021

Completions	2020	2021	% change
Enrollment	3,123	N/A	N/A
All programs	962	928	-3.5%
Associate completions	467	433	-7.3%
Certificate completions	495	495	0%

Source: Lightcast Completions Dataset, 2020-2021

CECE also examined completions for 2021 by program area for the County, along with a 6-year retrospective from 2015. Liberal arts and science and Humanities was the top program by completions, with 504 completions, or 54% of all Brunswick County SVCC completions. The liberal arts program was followed by the health professions and related programs, and engineering, with 236 and 78 completions, respectively. Notably, completion of certificates outnumbered Associate degree completions for both the health professions and engineering programs. Since SVCC was the only institution accounting completions in Brunswick County, there were no completions of Bachelors degree or higher, as those are not offered at SVCC.

2021 completions, Brunswick County, SVCC, by Program

Description	All Programs	Associate's Degree Completions	All certificates Completions	% Completions Change (2015-2021)
Liberal Arts and Sciences, General Studies and Humanities	504	334	170	(15%)
Health Professions and Related Programs	236	53	183	(31%)
Engineering/Engineering-related Technologies/Technicians	78	10	68	179%
Business, Management, Marketing, and Related Support Services	25	21	4	(43%)
Mechanic and Repair Technologies/Technicians	22	0	22	(39%)
Precision Production	18	0	18	(75%)
Computer and Information Sciences and Support Services	11	10	1	(63%)
Culinary, Entertainment, and Personal Services	10	0	10	(66%)
Construction Trades	9	0	9	0%
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	8	5	3	(75%)
Family and Consumer Sciences/Human Sciences	4	0	4	Insf. Data

⁶ Lightcast Education Program Completions, 2015-2021

Agricultural/Animal/Plant/Veterinary Science And Related Fields	3	0	3	(57%)
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Source: Lightcast Completions Dataset, 2021

CECE also examined completions data for the larger region to capture wider trends, including completions at other institutions.

The region within a 35-mile radius of Brunswick County⁷ had completions from 3 main institutions: SVCC, Virginia State University (VSU), and Richard Bland College of William & Mary (RBC). In 2020, VSU had the greatest number of enrollments with 4,020 students enrolled. VSU was followed by SVCC, then RBC, with 3,123 and 2,218 students enrolled, respectively.

In 2020, SVCC saw 962 completions across all programs within the region. Meanwhile, VSU, the only four-year institution, experienced fewer completions in 2020, with 770 students. RBC had 221 completions in 2020.

Completions, 2020

Description	Enrollments	All Programs	All certificates	Associate's Degree	Bachelor's Degree	Master's Degree	Doctor's Degree
Southside Virginia Community College	3,123	962	495	467	Not Offered	Not Offered	Not Offered
Virginia State University	4,020	770	12	Not Offered	643	104	11
Richard Bland College	2,218	221	6	215	Not Offered	Not Offered	Not Offered

Source: Lightcast Completions Dataset, 2020

Completions decreased slightly from 2020 to 2021 across all institutions in the region outside Brunswick County, continuing on the trend of decline in completions since 2015. There has been a widespread stagnation in completions at four-year institutions across the state and country, while community colleges have seen some growth in completions over time.⁸

Description	All Programs	All certificates	Associate's Degree	Bachelor's Degree	Master's Degree	Doctor's Degree	% Completions Change (2015-2021)
Southside Virginia Community College	928	495	433	Not Offered	Not Offered	Not Offered	(29%)
Virginia State University	726	10	Not Offered	626	79	11	(28%)
Richard Bland College	194	3	191	Not Offered	Not Offered	Not Offered	(11%)

Source: Lightcast Education, Completions Dataset, 2020

⁷ Counties in 35 mi radius of Brunswick: Amelia County, VA (51007) Dinwiddie County, VA (51053) Greensville County, VA (51081) Lunenburg County, VA (51111) Mecklenburg County, VA (51117) Nottoway County, VA (51135) Sussex County, VA (51183) Emporia City County, VA (51595) Petersburg City County, VA (51730)

⁸ Retrieved from: https://nscresearchcenter.org/wp-content/uploads/Completions_Report_2021.pdf

Completions by program for the 35-mile radius region outside of Brunswick County showed similar trends between programs, with liberal arts and humanities having the greatest number of completions in 2021. Health professions followed, with 236 completions. This indicates that Brunswick County students accounted for all the completions at SVCC in the health professions program in 2021. Brunswick County students also accounted for all Mechanic and Repair Technologies and Precision Production completions, programs offered exclusively by SVCC in the region.

Table XX: 2021 Completions by Program, 35-mi Radius of Brunswick County

Description	All Programs	All certificate s	Asso ciate' s Degre e	Bach elor's Degre e	Maste r's Degre e	Docto r's Degre e	All Programs % Completions Change (2015-2021)
Liberal Arts and Sciences, General Studies and Humanities	541	170	349	22	0	0	(15%)
Health Professions and Related Programs	236	183	53	0	0	0	(32%)
Physical Sciences	166	0	157	9	0	0	(23%)
Business, Management, Marketing, and Related Support Services	152	4	29	105	14	0	(24%)
Engineering/Engineering-related Technologies/Technicians	121	68	10	43	0	0	137%
Psychology	76	0	0	64	8	4	(4%)
Homeland Security, Law Enforcement, Firefighting and Related Protective Services	67	3	5	50	9	0	(52%)
Education	64	8	0	44	5	7	(62%)
Communication, Journalism, and Related Programs	63	3	0	58	2	0	(26%)
Biological and Biomedical Sciences	55	0	1	48	6	0	0%
Computer and Information Sciences and Support Services	38	1	10	23	4	0	(21%)
Public Administration and Social Service Professions	35	0	0	35	0	0	(15%)
Culinary, Entertainment, and Personal Services	35	35	0	0	0	0	21%
Multi/Interdisciplinary Studies	31	0	10	15	6	0	(9%)
Engineering	24	0	0	24	0	0	0%
Social Sciences	24	0	0	24	0	0	(31%)

Family and Consumer Sciences/Human Sciences	24	6	0	18	0	0	(14%)
Agricultural/Animal/Plant/Veterinary Science And Related Fields	23	3	0	20	0	0	(26%)
Mechanic and Repair Technologies/Technicians	22	22	0	0	0	0	(39%)
Mathematics and Statistics	19	0	0	8	11	0	19%
Precision Production	18	18	0	0	0	0	(75%)
Parks, Recreation, Leisure, Fitness, and Kinesiology	14	0	0	0	14	0	0%
Visual and Performing Arts	9	0	0	9	0	0	(44%)
Construction Trades	9	9	0	0	0	0	0%
History	4	0	0	4	0	0	(83%)
English Language and Literature/Letters	3	0	0	3	0	0	(80%)

Source: Lightcast Completions Dataset, 2021

Saint Paul's College For Life (SPC4L) Future Program Inventory

As SPC4L continues its visioning and planning for future programming, CECE examined preliminary curriculum and program offerings that SPC4L is exploring.

Community Classes and Workshops

SPC4L is considering offering community courses and career building workshops, ranging from 1-12 hours in both in-person and virtual formats, depending on the workshop. Specifically, SPC4L is seeking to establish an apprenticeship program, where future apprentices will spend at least 20% of their working hours completing classroom-based learning with a college, university or training provider which leads to a nationally recognized qualification. SPC4L's potential offerings are intended to be as accessible as possible to the community, enabling them to receive hands-on training where possible for industry certifications.

SPC4L divides its goal focus areas as such:

- Non-degree Teacher recertification offerings: providing courses for Continuing Education Units (CEUs) necessary for teaching license renewal
- Continuing Education Courses
- Six apprenticeship academies to include:
 - James Jones Builder's Academy
 - Agriculture
 - Mass Media
 - Hospitality/Culinary (Project Management)
 - Automotive
 - Information Technology

The following are other services, events, or offerings that SPC4L already provides to the community and will likely continue providing in the future.

- Special events
 - Hosting Brunswick Chamber of Commerce's Business After Hours: networking event for small business owners and corporate business executives
 - Prayer breakfasts
 - St. Paul's Alumni Chapter Events
- Social/network events
 - VSU Homecoming tailgate

Key Findings

Regional Trends

- Postsecondary education in Brunswick County is lagging behind the Southside Planning District and the state. About 20% of the population hold an Associate's degree or higher, as compared to 55% in the Southside Planning District and 49% in the state. The district also has comparatively lower educational attainment than the state.
- In Brunswick County, median earnings by educational attainment level vary little. In other words, a Bachelor's degree recipient might make almost the same as an Associate's degree holder and only slightly more than a high school graduate. This likely disincentivizes students to pursue postsecondary education.
- Jobs across all industries have declined over time in the County, at a rate faster than the state, with the exception of educational services, real estate, and finance and insurance. Population loss contributes in part to these losses, particularly as a result of the Coronavirus pandemic,
- However, there were several specific industry sectors that have grown in the County, including wood products, downstream chemical products, and vulcanized and fired materials. These sectors were very concentrated in the County as compared to the nation, showing a competitive advantage for these sectors in the area. Particularly, several regional organizations and agencies designated the wood products industry as a target cluster for the region.
- Agriculture, which SPC4L includes as an area of focus for future programming, is the 4th largest industry in the County by employment. However, employment has decreased over time. The median hourly wage as of 2021 was \$19.16.
- SPC4L intends to offer a mass media academy. Arts, design, and media occupations have grown in the County over time. Meanwhile, postsecondary completions of programs and certificates across the larger region have dropped 26% since 2015. Between January and December of 2021, there were 3 unique job postings found online for arts and media occupations.
- Healthcare continues to be a significant need for the region. It is the second-largest industry in the district and third-largest in the county. However, jobs have decreased in the industry, with some of the decrease potentially attributed to job losses during the Coronavirus pandemic. Median hourly earnings also lagged behind district and state earnings. The median hourly earnings for healthcare practitioners (chiropractors, dentists, surgeons) in the county was \$25.28 while healthcare support occupations had a median hourly wage of \$9.85.

Postsecondary Education and Workforce

- Southside Virginia Community College (SVCC) is a significant educational institution and workforce player in the region, providing Associate degree programs as well as a variety of career certificate programs, FastForward credentialing, and apprenticeship programs

with regional employers. All Brunswick County residents that completed a degree or certificate program did so at SVCC, as shown by postsecondary completions data.

- SVCC also serves as one of six education provider partners for the GOTEC Collaborative, which uses a hub-and-spoke model to encourage students from move through the K-12 pipeline to postsecondary training and education opportunities. Other partner institutions involved are Danville Community College, Patrick & Henry Community College, Hampden-Sydney College, Longwood University, and Averett University.
- As part of its apprenticeship programs, SVCC offers students the ability to receive an Associate's degree as part of the program. If SPC4L pursues development of non-degree apprenticeship programs, the college will likely compete with SVCC as students choose between an apprenticeship that will result in non-degree credentialing versus an Associate's degree.
- Brunswick County has a concentration of students pursuing construction trades, mechanic and repair technologies, and precision production. County students accounted for all completions in these programs at SVCC in 2021.
- Other existing and emerging resources and drivers for workforce development and entrepreneurship in the region include: GOTEC collaborative, SOVA Innovation Hub, and the RISE Collaborative.

Conclusions

SPC4L will need to be intentional in the phasing of its offerings as many industries that the college is targeting have declined over time. Some of this is likely attributed to population loss as well as job losses in industries following the Coronavirus pandemic, which led to permanent closures of some businesses across the country. However, the county and district also have a lower concentration of younger population, particularly the population under 20 years of age—this means there are fewer school- and college-aged individuals entering the postsecondary pipeline and labor force.

Prioritizing a smaller number of “academies” or credential programs will allow SPC4L to gauge potential success. For instance, automotive and repair technologies are a focus for the county, with 22 completions at SVCC, though jobs have declined over time. In 2021, there were 28 unique postings for automotive-related jobs in the county.

IT and data services may be an opportunity as it is a target industry designated by GO Virginia Region 3, Virginia's Growth Alliance, and the SPDC. Although jobs have declined for this industry in the county over time, there were 28 unique postings for related job vacancies in 2021. Meanwhile, Brunswick County had 11 completions for computer and information programs at SVCC in the same year. However, SPC4L will likely face competition from the Southern Virginia Higher Education Center (SVHEC) and GOTEC Collaborative partner institutions that provide state-wide recognized degree as well as career certificate and training programs.

SPC4L will face similar competition for HVAC programming specifically, as SVCC offers the industry- and state-recognized FastForward program for HVAC at \$847 for Level 1 and \$676 per additional level of training for in-state students.

Learning more about target consumers/students that SPC4L would target for its offerings may help differentiate programs and cost. For instance, the life skills workshops may appeal to community members looking for self-improvement or improvement of home-life whereas potential students looking to pursue more specific job training would be more focused on career, or switching careers later in life, with a greater background knowledge of life skills. There is opportunity to better understand where those market segments may overlap.

Earning potential is a crucial challenge in the county and region. The proportionally small difference between earnings at different levels of education is disincentivizing students from pursuing postsecondary education. Why would a high school graduate spend additional time, energy, and money for a slight difference in earnings in a career field? Those that do pursue postsecondary education, particularly Associate or Bachelor degree programs likely leave the region in search of job opportunities with greater “return on investment.” This, in turn, may create a “brain drain” depriving existing employers of needed talent.

- “Builders’ Academy”--Construction in Brunswick has declined, but increased in the state. Construction occupations decreased, media hourly is \$18.27
 - Will compete with SVCC for HVAC, electric—particularly the community college system-wide recognized FastForward program
 - There are several welder-focused programs in the region
- Agriculture: 4th top industry by employment, but declining. Occupations fallen, wage is \$19.16.
 - Understand the food desert issue but it may not be a skill demand issue but a business supply/establishments issue
- Arts design media occupations have been growing in the county, so that’s promising for the mass media academy. Completions across the 35-mi region for comms/journalism have dropped 26% since 2021.
 - 3 unique postings for this Jan 2021-dec 2021—not promising...
- Culinary arts—lower earning for food prep/serving. Completions have grown across the region but not county. Might not be a market for this ?
- Automotive: seems like there are programs at SVCC and other orgs that are being utilized by the County community. Jobs have decreased in the county and district.
 - 28 unique postings, 22 certificate completors from Brunswick County at SVCC in 2021
- IT and data services: information industry has declined since 2016 in district, 11 completions among Brunswick county in 2021, but 28 postings in the county for computer and mathematical occupations in 2021. It’s a focus for the region. Higher earning as well.
 - SVHEC has IT academy
 - GOTEK has IT program
 - These students/grads are most like going through to other higher ed partners as per pipeline/hub and spoke strategy
- Other: how do life skills workshops translate to academies? The target consumers interested would likely vary
- Apprenticeship program will compete with SVCC that offers associate degree with completion of program.

Conclusions

1. SPC4L needs to phase in its offerings. Six academies at once, even in the span of next 2-5 years, could be too much given most of these industries have shrunk. Automotive might not have a market given other programs in the region
2. Other: Healthcare is a huge need and in-demand in the region, but vastly underpaid for the amount of training/education needed as compared to other areas
3. Postsecondary education in Brunswick is significantly lagging—those that do pursue postsecondary ed are most likely not staying in the region (declining/stagnating population) because of lack of job opportunities (declining industries, decreasing jobs)

- a. Under-20 aged population is lower as well
- b. But could be opportunity for reskilling/changing careers in the 20-35 age groups, which are proportionally higher in Brunswick?

APPENDIX xx: Southside Virginia Community College Programs

- Accounting
- Administration of Justice
 - Foundations in Criminal Justice Career Studies Certificate
 - Administration of Justice Certificate
 - Administration of Justice, AAS
- Administrative Support Technology
 - Administrative Support Technology, AAS
 - Administrative Support Technology: Medical Office Specialization, AAS
- Agribusiness
 - Agribusiness Career Studies Certificate
 - Bookkeeping Career Studies Certificate
- Air Conditioning, Heating & Refrigeration
- Automotive Technology
- Business
 - Business Management, AAS
 - Business Management: Accounting Specialization, AAS
 - Business Management: Agribusiness Specialization
 - Business: General Certificate
- Clerical Studies
 - Clerical Studies Certificate
- Cosmetology
 - Cosmetology License Preparation Career Studies Certificate
- Diesel Technology
- Education
 - Early Childhood Career Studies Certificate
- Electricity
 - Industrial Electrical Technology Career Studies Certificate
 - National Electric Code Career Studies Certificate
 - Electricity Certificate
- Emergency Medical Services
 - Emergency Medical Services, AAS
 - Emergency Medical Services: Advanced EMT Career Studies Certificate
 - Emergency Medical Services: Basic EMT Career Studies Certificate
 - Emergency Medical Services: Intermediate EMT Career Studies Certificate
 - Emergency Medical Services: Paramedic Career Studies Certificate
- General Studies (Transfer Degrees)
 - Business Administration, AA&S
 - Education: Teacher Education Preparation Specialization, AA&S
 - General Studies, AA&S
 - General Studies: Administration of Justice Specialization, AA&S
 - General Studies: Agribusiness Specialization, AA&S
 - General Studies: Health Science Specialization, AA&S
 - General Studies: Human Services Specialization, AA&S
 - Science, AA&S
 - Uniformed Certificate of General Studies (UCGS)
- Human Services
 - Human Services Career Studies Certificate

- o Human Services Certificate
- o Human Services, AAS
- o Religious Organization Leadership Career Studies Certificate
- o Substance Abuse Counseling Aide Career Studies Certificate
- o Substance Abuse Counseling Assistant Certificate
- Industrial Maintenance Technology
 - o Automotive Diagnosis and Tune-Up Certificate
 - o Automotive Tune-Up Career Studies Certificate
 - o High Performance Technology Career Studies Certificate (Dual Enrollment Only Available at Southern Virginia Higher Education Center)
 - o HVAC Level I Career Studies Certificate
 - o HVAC Level II Career Studies Certificate
 - o Mechatronics Career Study Certificate (Dual Enrollment Only Available at Southern Virginia Higher Education Center)
 - o Technical Studies: Industrial Maintenance Technician, AAS
- Information Systems Technology
 - o Application Software Specialist Career Studies Certificate
 - o Computer and Office Basics Career Studies Certificate
 - o Computer and Office Basics: Design Track Career Studies Certificate
 - o Cybersecurity Advanced and Cloud Computing Career Studies Certificate
 - o Cybersecurity and Networking Foundations Career Studies Certificate (CITE & ITA)
 - o Health Information Technology Career Studies Certificate
 - o Information Systems Technology Certificate
 - o Information Systems Technology, AAS
 - o Information Systems Technology: Networking Specialization, AAS
 - o Medical Office Assisting Career Studies Certificate
- Medical Office Assisting
- Medication Aide
- Nurse Aide
 - o Nurse Aide Career Studies Certificate (Dual Enrollment Only)
- Nursing (ADN & Practical)
 - o Nursing, AAS
 - o Nursing, AAS (Weekend Option)
 - o Nursing: Practical Certificate
 - o Health Sciences Career Studies Certificate
- Phlebotomy
- Power Line Worker Training
- Precision Machining
 - o Precision Machining Career Studies Certificate
- Science
- Solar Panel Installation
- Truck Driver Training
- Welding
 - o Welding Career Studies Certificate
 - o Welding Certificate

Appendix xx

Previous Studies

SPC4L Strategic Planning Retreat (Jun 2022)

In June of 2022, 26 members of the leadership of SPC4LIFE attended the strategic planning retreat during which the group revisited the purpose of SPC4LIFE, shared stories, and reviewed the future transition of SPC4L to the Saint Paul's Leadership Institute (SPLI).

In the strategic planning report, the following two key steps were summarized to give direction to the transition:

1: Submit letter of intent for approval to the State Council of Higher Education in Virginia (SCHEV) (submitted on June 1, 2022). SPC4LIFE will be doing business as "Saint Paul's Leadership Institution," which will be providing in-person and online courses as a non-degree post-secondary institution in the Commonwealth of Virginia in the following subject areas: CISCO Academy at Saint Paul's (CASP) and Career Switchers.

2: Submit plans to apply for financial aid eligibility after the Southern Association of College and Schools Commission on Colleges (SACSCOC) or Transnational Association of Christian Colleges and Schools (TRACS) accreditation candidacy is approved. Free Application for Federal Student Aid (FAFSA) will then be available for student applications.

Retreat participants also discussed potential plans for the Saint Paul's Summer Series, a series of 2-week programs for programs for middle and high school students in Brunswick County and surrounding areas, intended to facilitate new connections with professionals and generate interest in the Institute. There was also mention of future opportunities for programming, such as programming and course offerings in the areas of Entrepreneurial & Leadership Management and Agriculture and Farming in the future.

White Paper: SPC4LIFE: Rebirth of Saint Paul's College

SPC4L leadership developed this white paper to include an overview of the organization's history, mission, goals, and key steps for future development of the institute. These steps included:

- Development of a business center to foster new businesses and to help grow existing businesses to the next level by offering critical resources in a "one stop" setting.
 - This center would provide mentoring, entrepreneurship classes/programming, analysis of existing businesses, and other types of small business support.
- Work with Existing Community College, Institutions of Higher Education and Discreet Workforce Training Programs (e.g., Virginia Advanced Manufacturing Academy) to Deliver Re-skill and Up-skill Programs for Employment and Workforce Development Certifications and programming in a shared physical location. Key promising sectors may include:

- Development of an agricultural and food program to mitigate food deserts and provide education and training to the agricultural sector
- Teacher resource center

Stakeholder Analysis- Harvard Negotiation and Mediation Clinical Program (HNMCP), Harvard Law School (2022)

This Harvard student-led stakeholder analysis was completed in 2022 to (1) analyze current relationships and the relational barriers that may exist and (2) provide recommendations and tools for SPC4LIFE to strategically develop its stakeholder relationships.

The study, which was comprised of secondary research, focus groups, interviews, surveys, and direct observations, provided the key findings and recommendations. Some key themes that emerged were prevalent racial tensions, challenges to reopening HBCUs, and challenges related to volunteer-run organizational capacity.

Organizational Strengths

- Strong name recognition among canvassed stakeholders
- Commitment to values of transparency, humility, and unity serves as a foundation for SPC4L
- Advisory Board contributed to legitimacy
- Large alumni network and volunteers shows positive community support

Opportunities for Strategic Growth

- Stakeholder confusion over goals/vision/direction of SPC4LIFE
- Concern over breadth of stated goals—far-reaching, connection between actions & expressed goals
 - “The complexity and grandness of their vision is part of what is a barrier to trust”
 - Activities perceived as meaningful action by SPC4L’s central organization are not necessarily perceived in the same way by stakeholders
- Avoiding duplication—community college is already doing what SPC4L is seeking to do
- Project feasibility: campus restoration
 - “is the school feasible and needed?”

Recommendations

- Clarify/narrow vision and goals
 - Tangible deliverables & timelines
 - Quality over quantity
 - Transparency over stages of progress, communicating how steps contribute towards larger goals
- Ensure communication is clear, consistent, informative, and transparent
 - Updated website
 - Email communications are clear and concise
- Focus on planning & prioritizing internal goals and external partnerships
 - Clear implementation timelines and goals to show consistent progress

- Prioritize existing/currently owned property and programs before expanding
- Sustainable structures of labor distribution, leadership, and onboarding of new staff
- Isolate most valuable relationships

Appendix XX: Population by Race and Trends, 2016-2022

Race/Ethnicity	2016 Population	2022 Population	Change	% Change	2022 % of Cohort
White, Non-Hispanic	46,264.00	44,910.29	-1,353.71	-2.93%	55.84%
Black, Non-Hispanic	32,320.00	30,683.11	-1,636.89	-5.06%	38.15%
White, Hispanic	1,389.00	1,590.16	201.16	14.48%	1.98%
Two or More Races, Non-Hispanic	1,071.00	1,320.24	249.24	23.27%	1.64%
Asian, Non-Hispanic	572.00	733.14	161.14	28.17%	0.91%
Black, Hispanic	356.00	495.39	139.39	39.16%	0.62%
American Indian or Alaskan Native, Non-Hispanic	227.00	288.35	61.35	27.03%	0.36%
Two or More Races, Hispanic	101.00	213.20	112.20	111.09%	0.27%
American Indian or Alaskan Native, Hispanic	60.00	96.22	36.22	60.37%	0.12%
Native Hawaiian or Pacific Islander, Non-Hispanic	30.00	34.56	4.56	15.21%	0.04%
Native Hawaiian or Pacific Islander, Hispanic	18.00	27.22	9.22	51.24%	0.03%
Asian, Hispanic	17.00	28.65	11.65	68.53%	0.04%
Total	82,425.00	80,420.55	-2,004.45	-2.43%	100.00%

Source: Lightcast Q3 2022 Data Set