



Draft Strategic Plan Goals, Objectives, Strategies (Revised 11/17/17)

Student Interest and Access

1. **Goal: Increase the percentage of North Carolinians, particularly within underserved populations, pursuing and easily accessing education or training through North Carolina Community Colleges.**

Objectives and Strategies:

- 1.1. **Improve the understanding and perceived value of educational opportunities, including lifelong learning, offered by NC community colleges.**
 - 1.1.1. Implement a comprehensive, system-wide marketing and communications plan that focuses on the value of community colleges and promotes the image of the System and our institutions.
 - 1.1.2. Strengthen collaboration with education, community, business, and workforce partners for outreach and to support students as they transition through a seamless system of education in North Carolina.
 - 1.1.3. Reconnect former community college students to education and training opportunities that foster continued educational and career growth.
- 1.2. **Increase student interest and success in industries experiencing skills gaps.**
 - 1.2.1. Market the value of technical education and workforce training for job/careers.
- 1.3. **Identify and reduce access barriers for all prospective students, particularly among underserved populations.**
 - 1.3.1. Improve and augment existing financial assistance programs and services to better assist students with educational costs, particularly costs beyond tuition and fees (e.g., books, transportation, child care, etc.).
 - 1.3.2. Promote more flexible scheduling and instructional delivery formats to reach non-traditional students.
- 1.4. **Improve the student experience and increase enrollment by simplifying enrollment policies, processes, and communications.**
 - 1.4.1. Re-envision the application and enrollment process for community colleges.
 - 1.4.2. Improve initial advising to include career exploration and improve navigation of the enrollment process.



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Clear & Supported Pathways for Student Progress and Success

2. **Goal: Provide a continuum of education, training, advising, and support to help learners make informed decisions that lead to credentials and careers.**

Objectives and Strategies:

2.1. Provide timely and accurate career exploration and academic planning opportunities.

- 2.1.1. Integrate career exploration and employer outreach for all audiences from the moment they engage.
- 2.1.2. Develop and support effective career planning practices for faculty and staff.

2.2. Provide integrated, targeted support services that promote student success.

- 2.2.1. Provide support for student academic concerns, including early alerts to increase retention.
- 2.2.2. Connect students to transportation, health, and other comprehensive services, drawing on both college and community resources to address non-academic barriers faced by students.

2.3. Increase completion of credentials for successful transition to careers and/or further education.

- 2.3.1. Simplify and streamline processes from entry through completion/ transfer, effectively incorporating multiple on and off ramps.
- 2.3.2. Refine foundational and developmental education strategies to accelerate student readiness for college-level instruction.
- 2.3.3. Validate students' prior learning and experience to minimize student costs and the time it takes to complete their educational goals.
- 2.3.4. Support effective advising and coaching to help students determine, pursue, and achieve their educational and career goals.
- 2.3.5. Promote guided educational pathways within broader career pathways.

2.4. Reduce achievement gaps for underserved students

- 2.4.1. Help college employees understand and employ effective teaching/coaching strategies for all students, including those who are dealing with the impacts of poverty, trauma, addiction, mental illness, disabilities, and other challenges.

Economic and Workforce Impact

- 3. Goal: Ensure the educational pipeline prepares a workforce possessing the interest, knowledge, skills, and abilities to meet the needs of employers, now and into the future.**

Objectives and Strategies:

- 3.1 Collaborate with stakeholders to promote a workforce system that fosters innovation and establishes seamless connections among community colleges, K-12 education, universities, workforce and economic development partners, and business and industry.**
- 3.1.1. Identify and engage employers and relevant sources of data to determine high-demand occupations, program demand within the current labor market, and expected occupational earnings.
 - 3.1.2. Partner with high schools, universities, and workforce development entities to engage at the regional/local levels with employers and industry associations to identify workforce needs and establish educational and training programs collaboratively and comprehensively to create a workforce ready pipeline.
 - 3.1.3. Collaborate with workforce partners to benchmark successful state and national workforce systems.
- 3.2 Offer relevant, high-quality instructional programs that meet the needs of business and industry for existing and future jobs.**
- 3.2.1 Provide accessible, affordable, and high-quality professional development to faculty and staff to stay informed about labor market and student support trends.
 - 3.2.2 Articulate pathways for educational and professional growth within key industries through employer engagement.
 - 3.2.3 Develop faculty capacity to conduct program review and learning outcomes assessment to promote continuous improvement of programs.
 - 3.2.4 Integrate critical employability skills into all programs of study to better prepare students for today's work environment.
 - 3.2.5 Modify the instructional funding model to ensure colleges have necessary resources to offer workforce training needed by their communities.
- 3.3 Increase student access to work experience.**
- 3.3.1 Leverage partnerships to connect students with expanded work-based learning opportunities.
 - 3.3.2 Modify policies and eliminate the barriers that impede access to apprenticeships and other work-based learning opportunities.



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System Effectiveness

4. **Goal: Advance organizational effectiveness, operations, and decision-making to support a cohesive system of nimble, empowered, and community-driven colleges.**

Objectives and Strategies:

4.1. Ensure colleges and the System have access to technology and related infrastructure to meet student and institutional needs.

- 4.1.1. Implement a sustainable, system-wide enterprise resources planning (ERP) solution that enables more consistent and efficient operations.
- 4.1.2. Stabilize and sustain the current ERP infrastructure to prepare for transition to a modernized ERP.

4.2. Improve decision-making through increased access to comprehensive, timely, and quality data.

- 4.2.1. Ensure that core data needs are identified, defined, governed, and accurately reported.
- 4.2.2. Provide access to analytical and business intelligence tools needed to support timely reporting on student and institutional outcomes.

4.3. Enhance and support workplace environments that value and engage employees and provide opportunities for growth and development.

- 4.3.1. Assess and address the professional development needs across the System.
- 4.3.2. Advocate for competitive salaries and benefits for community college faculty and employees.

4.4. Ensure policies, procedures, and processes facilitate System effectiveness and compliance.

- 4.4.1. Routinely monitor and revise the State Board of Community Colleges Code to ensure policies are current and clear.
- 4.4.2. Facilitate collaboration between System Office and the NC Association of Community College Presidents on the establishment of standard policies and procedures required to meet System requirements and align with best practices.

4.5. Leverage partnerships and agreements to create efficiencies for the System as a whole.

- 4.5.1. Advocate for regional or system-wide procurement mechanisms to simplify processes.
- 4.5.2. Foster regional and system-wide collaborations.

4.6. Improve cohesiveness between colleges, professional associations, System Office, and partners.

- 4.6.1. Improve communication among all System entities and key partners.
- 4.6.2. Leverage community college professional associations to increase communication and problem-solving across our System.