

**MINUTES**  
**State Board of Community Colleges**  
**STRATEGIC PLANNING COMMITTEE**  
**February 15, 2018, Innovation Station – 1:30 p.m.**

**COMMITTEE MEMBERS PRESENT:**

Bill McBrayer

Ann Whitford

Breeden Blackwell

Members Absent: Clark Twiddy, Jerry Vaughan, Ernie Pearson

**OTHERS IN ATTENDANCE:**

Jennifer Haygood

Maureen Little

Ashley Sieman

Matt Meyer

Anne Bacon

Roxanne Newton

Jim Parker

**CALL TO ORDER**

Mr. McBrayer chaired the meeting on behalf of Mr. Twiddy in his absence and called the meeting to order at 1:32 p.m. in conference room Innovation Station at the System Office.

**ROLL CALL**

Ms. Barretto took the roll of the Strategic Planning Committee members. It was noted that with half of the Committee members in attendance, a quorum was present.

**ETHICS STATEMENT**

Mr. McBrayer read the Ethics Awareness and Conflict of Interest Statement and asked if there were any known conflicts. None were noted.

**APPROVAL OF THE AGENDA**

Mr. McBrayer asked for a motion to approve the agenda for the February 15 meeting. Dr. Blackwell made the motion to approve, Ms. Whitford seconded, and the Committee approved the agenda unanimously without change.

**APPROVAL OF MINUTES**

Mr. McBrayer asked for a motion to approve the minutes for the November 16, 2017 meeting. Dr. Blackwell made the motion to approve, Ms. Whitford seconded, and the Committee approved the minutes unanimously without change.

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**FOR INFORMATION**

**Key Performance Indicators (KPI) Update (ATTACHMENT - PLAN 02)**

Acting President Haygood opened the discussion indicating that the Strategic Plan is ready to be reviewed for approval by the Committee, and by the full Board, tomorrow. A black and white

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copy is in the Board packet. Once approved by the full Board, the intent is to print 500 copies for distribution to college leadership and key partners.

Feedback given several months ago included identifying potential additional metrics. The Strategic Planning Committee asked the team to pare down the list of KPIs, which has been done in consultation with college representatives.

Ashley Sieman, Director of Program Evaluation for Research and Performance Management, discussed key performance indicators (KPIs) that are being considered and presented Strategic Plan Key Performance Indicators (PLAN 01) and power point slides to the Committee.

Dr. Sieman noted that the KPI Committee is comprised of college representatives and staff at the System Office, and has met three times since the last Strategic Planning Committee meeting and took to heart the feedback to zoom in and narrow down. The KPI team reduced the number of potential KPIs from 41 metrics to approximately half that number. Dr. Sieman used a PowerPoint presentation to illustrate the relationship between each metric and a Strategic Plan Theme.

- **Student Interest and Access** focuses on our goal of increasing the number and diversity of students we serve, and increasing access for underserved populations. Dr. Sieman discussed the metrics that have been identified for this Theme.

Discussion: President Haygood noted an earlier demographic analysis presentation by Dr. Rebecca Tippett that revealed the number of people in North Carolina without an Associate Degree or higher who are not enrolled in our institutions totals 2.5 million. This led to a KPI that looks at effectively drawing those people who need those workplace credentials into our System. At that time, Dr. Tippett showed a chart that displayed post-graduation intentions of high school students using a graph that showed a broad gap between intent and actual enrollment. This ties into the “summer melt” phenomenon. We are looking closely at improving this issue.

- **Clear and Supported Pathways** shows student success metrics and performance measures that are primary ways of evaluating success for our colleges, and also the evaluation with the program cluster retention of students being placed into appropriate curriculum pathways. A Performance Measures Review Committee is working to revise and adjust these measures for the next three-year cycle. This work is almost complete. Dr. Sieman reviewed the metrics with the Committee. Of note is a change to the performance measure draft related to number of hours completed; staff are proposing a shift in the measure to 42 completion hours.

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- **Economic and Workforce Impact** is a relatively new theme for Research and Performance Management in terms of evaluating data. These measures will rely heavily on partnerships with employers and other stakeholders across the State. This may be a good opportunity to highlight success stories along with statistics. President Haygood added that data from Department of Commerce’s LEAD biennial Employer Needs Survey will be used. When trying to determine improved enrollment rates as the economy waxes and wanes, the System will need to be able to measure if enrollment rates are improved greater than what we would expect given the change in the economy. This might be achieved with an enrollment to unemployment ratio.

Discussion: Mr. McBrayer commented that the reflected percentage of employers using community college graduates in his area seems appears to be high. Ms. Little agreed that employers are aware of what our colleges have the capability to support and discussed with Ms. Whitford that there is a direct need for our employers to assist our colleges in helping to recruit students and help students understand opportunities within their industries. Mr. McBrayer is aware of the K-64 initiative in Catawba County and “Work in Burke” in Burke County as examples of industries promoting training and workforce learning. Dr. Sieman noted that these types of examples could offer useful narrative to include along with the statistics.

- **System Effectiveness** Theme will use a metric to measure data quality improvement. The Team is considering developing an index that contains the number of errors showing up on reports that will track frequency of need and resources required to re-send files and data points because they initially contained errors, such that follow up occurs with the colleges to ensure those numbers decrease. This is to improve processes from input phase to reporting phase. Another metric will measure System report access, i.e., number of “hits,” evaluating engagement with existing data and tools that are available.

Discussion: Ms. Whitford asked about the possibility of NCCCS IT staff being shifted to DIT and how it impacts access to data. President Haygood and Mr. Parker both noted that while there are efforts to avoid the transfer of staff, the question is to be thought through. Mr. Parker noted that it is an issue of line of control and noted that consolidation of IT staff worked against the concept of customer service to the colleges. Also discussed was employee retention as part of System Effectiveness. Ms. Whitford asked if retention could be used as a red flag for colleges, and Pres. Haygood and Dr. Meyer noted that this kind of information is used already in some ways in the System Office’s technical assistance to colleges. Mr. McBrayer asked about exit interviews at colleges, and whether we could strongly encourage colleges to conduct them as opposed to creating another rule or policy change that compels them to. Dr. Blackwell noted that exit interviews are conducted for school system employees, and asked if we

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could ask each college whether they conduct exit interviews. President Haygood said this could be done with Survey Monkey. He added that doing so aligns with a goal of the Strategic Plan.

Ms. Whitford asked if the colleges supply the data to the System Office and how it is collected. Dr. Sieman responded that it is collected through various existing college submissions to the System Office, adding that once the position vacancy in the System Office's Research and Performance Management area is filled, the tracking and monitoring of KPIs will be further supported.

Dr. Sieman noted that the Research and Performance Management office will establish baselines for the KPI metrics.

**ERP Planning and Design Update (Attachment PLAN 02)**

Jim Parker gave an update using slides that were presented to the General Assembly with the objective of giving the Strategic Planning Committee a status report on the ERP (or Information Technology Systems) program. Mr. Parker's goal was to demonstrate to the Oversight Committee the System's commitment to this effort. GA members heard what makes the Community Colleges System different from 4-year institutions and K-12 education in its operation, e.g., the way community colleges operate in real time at scale. We need capability to deliver capabilities for local operations.

Mr. Parker replied to Ms. Whitford that the Legislature is not driving the IT consolidation, although certain legislators want all agencies under the same ERP. President Haygood added that we need a system that meets our business needs, and because of complex transactions with students, we need the financial system to be part of an integrated ERP, not part of the State.

Mr. Parker reported that the project with Campus Works ended January 31, on time and on budget. Liz Murphy, CEO of Campus Works presented an overview of its findings and collaborative work with the System Office to the President's Association (NCACCP) at the NCACCP's January meeting. The presentation was well received. Mr. Parker added that he was impressed by Campus Works' finding relative to the HR process. HR and payroll representatives from across the System got together for listening and knowledge sessions for process reengineering and reimagining – what can be done? We learned that many community colleges have unique processes, but at the end of two weeks established uniform processes. At a minimum, there are 30 unique software applications used currently in addition to Colleague to support the HR process. Mr. Parker said there is likely only a need for four.

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Mr. Parker discussed having tremendous involvement with the Governance Steering Committee, voting members of which include 5 presidents and President Haygood. He added that the ERP PMO facilitates the conversation but does not tell Gartner, Inc. or Campus Works what to do. This has been a successful approach. With respect to the procurement process, there was some discussion about it, such as the fact that the bid process does not indicate the amount of funding that may be awarded.

President Haygood stated that ERP is an agenda item because this work is foundational to our System strategy moving forward. Ms. Whitford added that this is infrastructure, and does require investment.

**Other State-level Updates**

President Haygood asked that we turn our attention to the action item (PLAN 03) on the agenda before addressing other updates.

- My Future NC Commission – this Commission focuses on how to improve the education continuum across education sectors in North Carolina. It met in Winston-Salem, beginning with a conversation with educational leaders in Forsyth County. The theme of this meeting was barriers to access and success. Dr. Rebecca Tippet presented to the Commission. It is comprised of three Committees: P-12, Postsecondary Education, and Workforce. {As shown in the charter at a previous SBCC meeting, President Haygood is a co-chair of My Future NC's Steering Committee and also serves on the Workforce Committee. The NC Community College System also has representation with Dr. Stelfanie Williams (VGCC) co-chairing the Workforce committee, Dr. Cox (Wilkes Community College/previously involved in K-12 education) serving on the P-12 committee, and Dr. Chapman and Dr. Tom Gould of Pitt Community College (representing the UNC System/NCCCS' Transfer Advisory Committee) as subject matter experts.}
- Matt Meyer briefed on NGA Policy Academies, which cover different topics each year. He reported that NC is one of a handful of states involved in NGA's current Work-based Learning Policy Academy. The Policy Academy work is handled through the Governor's Office, with the Governor's Office's Business Committee for Education as the lead on this grant. The NC Community College System, along with the Department of Commerce, Department of Public Instruction, and Governor's Office are core members. The stretch goal is to change the cultural norm around work-based learning so that when our kids come up in school they expect to take work-based learning. Dr. Meyer noted that businesses and parents also need to be oriented along these lines, and that the state needs a

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consistent definition of work-based learning across agencies. The NC Community College System will work with its ApprenticeshipNC program and partners to ensure a consistent message about work-based learning. This will culminate with a Governor's summit in December and asking that federal legislators attend as a kickoff to changing the cultural norm. Dr. Meyer gave the example of an RTP talent organization that surveyed employers about educational opportunities needed in their industries, revealing that only a few of the industries viewed apprenticeship as an opportunity. However, apprenticeship as a model could be expanded to other industries, i.e. IT and healthcare.

- Education Cabinet Update – the Cabinet met two weeks ago. A presentation on longitudinal data systems was given, and the Cabinet talked about the types of questions it should be asking for the education system. The Cabinet will assign people to a cross-sector committee to analyze how the state can better utilize longitudinal data systems to answer questions that are important for education broadly, and not just sector-specific.

**FOR ACTION**

**NC Community Colleges - Putting Education to Work - 2018-22 Strategic Plan**  
**(Attachment PLAN 03)**

President Haygood reviewed a flowchart with steps taken to create the Strategic Plan that included environmental scanning, collaboration, consultation with stakeholders, and conversation with the Committee. This was followed by a stage of refining the document, which has culminated into the Strategic Plan.

Anne Bacon thanked the Committee members for their participation in developing content for the Strategic Plan. Along with the black and white copies in Committee members' packets, a few color copies of the draft plan were passed around so committee members could see how the plan could look in its final form.

President Haygood noted that we are structuring our System Conference in October around the four themes of the Plan. Ms. Whitford asked how colleges could be aligned with the System strategic plan. Dr. Sieman noted that the opportunity for alignment of college-level strategic plans with the System Plan will be driven by colleges' planning cycles. Ms. Whitford commented that there is room for colleges to customize the Plan for their locations without being too prescriptive.

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Committee members expressed satisfaction with the plan. President Haygood commended Chreatha Alston for accommodating many modifications to the Plan as it evolved.

Ms. Whitford made a motion to recommend the draft strategic plan, “Putting Education to Work,” for approval by the Board. Mr. McBrayer seconded the motion. The members voted unanimously to recommend the Plan for Board approval.

President Haygood noted that a bound version of the Strategic Plan will be made available after the full Board approves it.

**NEW BUSINESS**

**ADJOURN**

There being no other business, Mr. McBrayer asked for a motion to adjourn. Dr. Blackwell so moved, seconded by Ms. Whitford, and the Committee adjourned at 2:55 p.m. following a voice vote.

Respectfully submitted,  
Kelly Barretto  
Recording Secretary