

## MINUTES

### State Board of Community Colleges STRATEGIC PLANNING COMMITTEE

March 15, 2018, Innovation Station – 1:30 p.m.

#### COMMITTEE MEMBERS PRESENT:

Bill McBrayer            Breeden Blackwell            Ann Whitford  
Ernie Pearson

Members Absent:    Clark Twiddy, Jerry Vaughan

#### OTHERS IN ATTENDANCE:

Jennifer Haygood    Chreatha Alston            Roxanne Newton  
Jim Parker            Bill Schneider            Gracie Davis  
Anne Bacon            Jim Parker

#### CALL TO ORDER

Dr. Blackwell chaired the meeting on behalf of Mr. Twiddy in his absence and called the meeting to order at 1:44 p.m. in conference room Innovation Station at the System Office.

#### ROLL CALL

Ms. Barretto took the roll of the Strategic Planning Committee members. With four Committee members in attendance, a quorum is present.

#### ETHICS STATEMENT

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

#### APPROVAL OF THE AGENDA

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

#### APPROVAL OF MINUTES

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

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#### FOR INFORMATION

##### Student Success Center

Acting President Haygood gave a background of the Student Success Center and introduced Dr. Roxanne Newton, who was invited to the meeting to discuss activities that are aligned with the Strategic Plan.

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Ms. Haygood pointed out the whiteboard in the room, on which were listed System Office projects that support the Strategic Plan, and noted that the Plan is officially printed and will be distributed with talking points at the full Board meeting.

In response to Mr. Pearson's question regarding dissemination of the Plan, Ms. Haygood and Ms. Bacon noted:

- Copies will be given to each community college at the Presidents' Association/Trustees meeting in April.
- Copies will be provided to key legislators and key partners.
- As of the March Strategic Planning Committee meeting, an electronic version has been distributed with a letter from Chairman Shook and Acting President Haygood to a number of key stakeholders, such as...
  - K-12 partners at the Department of Public Instruction (have already shared it with the State Board of Education, per Ms. Bacon)
  - University System partners
  - The NC Works Commission, Workforce Development (Department of Commerce/DWS and other partners), and other stakeholders.
  - All System Office staff, and System-wide professional associations.
- Acting President Haygood presented about the draft plan to the General Assembly's Education Oversight Committee in December 2017.

In response to Ms. Whitford's question regarding the best way to synchronize colleges' existing strategic plans with the System's Plan, the group discussed the following:

- We have had preliminary conversations with college leaders about alignment. For example, Dr. Pharr informs that SPCC is developing the goals in their new strategic plan in alignment with the System goals.
- The biggest challenge is to not be too heavy-handed as the System Office, and so we ask what resources we can offer instead.
- We are offering examples to go by, such as NC State, which has a college at the university that aligns with a university-wide strategic plan.
- Staff welcomed ideas from board members arising out of conversations with the colleges on what we can offer that does not feel overly prescriptive, but presents opportunities of how our Plan supports what they are doing.
- Bill McBrayer noted that by having college presidents co-chair strategic planning teams, the Community College System, alignment should be built in.
- Ms. Whitford added that there is enough substance to borrow from in the System strategic plan for the 58 colleges to customize to their respective needs. Acting President Haygood added that the timing issue of their planning cycles is a factor, but we could encourage this at the upcoming System Conference, which is organized around the four themes in the Plan.

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In response to Mr. Pearson's question regarding reporting on progress towards goals, Acting President Haygood noted that the System Office is actively pursuing reporting methods:

- System Office strategic planning staff will be engaging System Office leaders in discussing tracking and reporting at the April 16 meeting of Associate Vice Presidents, as they are key to tracking well.
- Strategic planning staff are working with the IT Division to mock up various options to present progress tracking information using Power BI (visualization program).
- The Strategic Plan is on the NCCCS website landing page, and as progress is made toward the plan, information on progress will be described there

Dr. Newton reviewed the NC Student Success Center, a foundation-supported entity housed in the Caswell Building, which is designed to help all 58 colleges work to advance their student success efforts:

- We (the Student Success Center) are finding out how colleges are helping students and where they need our support to do so.
- We are helping them align their practices and policies with System goals and our common aims to ensure students have access, equitable success in completion.
- We represent the voices of employees and students across the system when we are in state and national level policy discussions.
- NC is part of a 15-state network, providing an opportunity to learn collaboratively with 14 other states. Funding for these Centers has been provided to these states where more than 65% of the nation's community college students are located. Most of the underserved population pursuing higher education are enrolled in community colleges.
- North Carolina's Student Success Center has three years of full funding from the Gates Foundation, the Kresge Foundation, and a third year of generous funding from the John M. Belk Endowment.
- The Advisory Board is chaired by Gaston Community College President Patricia Skinner, who provides a report every month about what the Center is doing and serves as liaison to the other presidents. Acting President Haygood also serves on this Board and will be succeeded by the incoming System Office President.
- We work with our high school partners/DPI, the UNC System, independent colleges and universities, and with our workforce partners. We are also working with state-level community college professional development associations.
- We are accountable to the State Board of Community Colleges, local community college boards of trustees, student groups, and also work with research centers here, and nationally. We have a third-party evaluator to ensure fidelity to our mission, our funders, and our goals.
- We are working with the System Office's Student Services division to create an advising and student support redesign model.
- The Student Success Center reviewed North Carolina's definition of "student success" and NC Guided Pathways to Success (GPS) essential practices. We help colleges align those pathways with our education partners and with the workforce.

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- The GPS Network 2018 Cohort involves 17 colleges that are participating by way of an application process to assess themselves on essential practices. The application called for active involvement by the community college president throughout the process, and a 6 to 10-member team consisting of faculty members, workforce development staff, and Chief Academic Officers. We will provide them support and learning for a full year in four institutes. The aim is for subsequent cohorts to be added, but that is contingent upon funding, which currently ends in 2019. The other 41 colleges are invited to participate in an assessment tool that was developed by the Community College Research Center around the four practice areas. We will provide them support next year based on what they tell us in the assessment. North Carolina is doing something different by adding improvement science and hoping to train colleges in continuous learning and improvement. Dr. Newton explained the continuous improvement model.
- In answering how colleges can connect with our Strategic Plan, Acting President Haygood pointed out that every principle that Dr. Newton discussed is in the Strategic Plan. This is how the Student Success Center is trying concretely to get colleges to help implement concepts in our Plan. Dr. Newton worked to ensure that the Center's Plan was integrated with the System's Plan. We will also be inviting colleges to connect their activities with objectives from the Plan.

Mr. McBrayer asked whether students are monitored and pursued, or if the student pursues the Student Success Center. Some colleges have early alerts that are computer generated and prompts a faculty member or team to follow up with the student. Ms. Whitford asked for clarification as to whether Dr. Newton works with students, directly. Dr. Newton clarified that the Student Success Center does not work directly with students, but supports colleges' strategies to help their students succeed. The Center works with Chief Academic Officers, Chief Student Development Administrators, faculty, and counselors, providing the opportunity to learn what approach their colleges use and what their needs are. One of the main functions of the Student Success Center is to disseminate best practices among institutions.

Dr. Newton noted the Student Success Center location on the System website and pointed out the Advising and Student Support Redesign project document under "News and Activities." This discusses ways in which we are trying to help colleges improve transfer success. The North Carolina vision is inspired by Achieving the Dream framework and seeks to provide better advising and support to students. There was a discussion about the map slide and the eastern region of the state.

#### Strategic Plan Communications

(Covered in earlier part of the meeting.)

#### Initial Strategic Plan Uses

Anne Bacon reported on uses of the Plan, pointing out that the State Board and Presidents' Association have already used the Plan for legislative and budget priorities discussions, and implementation is underway.

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She noted it is rewarding to be able to tie current projects to the Plan. For example, when discussing programs we offer, we can connect them to an identifiable objective in the Plan such as economic and workforce impact. Acting President Haygood added we are looking at the Davidson County Community College Transition Center as a model in context with RISE (Reinforced Instruction for Student Excellence) and referred to FC03, which sets forth a request to use State Board reserve funds to support programs and notes the reference to the Strategic Plan. Ms. Bacon further noted:

- The System Conference agenda topics will connect to the Strategic Plan.
- The System Office Leadership Team recently met to list work priorities and their alignment with Plan goals and objectives. This list is being refined.

**Other Updates**

There were none.

**FUTURE ACTION**

**Proposed State Performance Measure Modifications (Attachment PLAN 01)**

Bill Schneider gave the report, listing updates to performance measures.

- A nine-member committee comprised of college staff representing areas like research, academic services, and student services, reviewed current state performance measures and recommended revisions.
- Mr. Schneider reviewed the seven measures included in State Statute and the recommended revisions.
- A proposal to change a performance measure title of “Student Success Rate in College-Level Math Courses” to “Student Success Rate in College-Level Math and Science Courses” will require legislative approval.
- Additional modifications requiring Board approval were presented.
- This is listed for Future Action this month. Next month, if the State Board adopts these changes, we would add an additional special provision to effectuate the performance measure title change. Other recommended changes will be reflected in the 2019 performance measures report.
- Changes include looking at who we are measuring, what we are measuring, and the timeframe over which we measure those students.
- We are recommending changes to ensure better alignment with federal measures and do a better job assessing student success.
- We are recommending narrower timeframes so colleges can see if their strategies are actually impacting success rates.
- Recommended revisions:
  - Basic Skills Student Progress. Modifications focus on measurable skill gains and alignment with federal measures.

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- Student Success Rate in College-Level English Courses – recommending timeframe changes from two to three years to better reflect outcomes associated with dually enrolled high school students.
- Student Success Rate in College-Level Math and Science Courses Math. “And Science” added to title. This was added because some associate degrees do not have a math requirement. We are recommending a timeframe change from two to three years to better reflect outcomes associated with dually enrolled high school students.
- First-year progression. Part-time students were under-represented previously. Measure now focuses on a Fall-to-Fall retention rate for all first-time students.
- Curriculum completion. Shifts from a six-year success rate to a four-year success rate to improve timeliness.
- License/certification passing rates. The intent of the measure does not change; however, the recommendation would shift those measured from only first-time test takers to all test takers.
- College transfer performance. Historically focused on first-year GPA of 2.25. Recommending focus now on fall-to-fall persistence rate, which is a strong predictor of Bachelor’s degree attainment.
- Acting President Haygood showed the Committee various dashboards and corresponding measures on the website. Performance measures are required to be published to college websites. There is also a full report that the State Board approves annually, and institutional results are published their websites.
- In working with the Programs Committee of the Presidents’ Association, the recommendations received full endorsement.

#### **FOR ACTION**

There were no items for action.

#### **NEW BUSINESS**

None.

#### **ADJOURN**

There being no other business, Dr. Blackwell asked for a motion to adjourn. Mr. McBrayer made the motion, which was seconded by Dr. Blackwell, passed unanimously without discussion and the Committee adjourned at 2:55 p.m.

Respectfully submitted,

Kelly Barretto  
Recording Secretary