

STATE BOARD OF COMMUNITY COLLEGES  
Joint Strategic Plan/IT Plan

Historically, state agencies (including the NC Community College System) have been asked to submit a biennial information technology plan. However, for the 2017-2019 biennium, the State Budget Director and the State's Chief Information Officer have teamed up to call for an integrated plan that links each agency's strategic plan with its IT plan and connects strategies to intended outcomes. The plan instructions make it clear that budget expansion requests for Governor's Office consideration and IT procurement requests must be linked to this plan. The NC Community College System has embraced this opportunity for internal alignment and has also integrated its legislative/budget agenda into the plan.

To follow are the goals, program-related strategies and high-level IT goals that are reflected in the near-final plan. The NC Community College System will submit the joint plan October 31, and it will be our plan from July 2017-June 2019. System Office leadership is committed to using the plan as a working plan, and a process will be put in place for periodic review and adjustment.

**Goals** (consolidated from the eight Align4NCWorks goals + borrowing from SuccessNC)

- 1) Increase employer engagement, work-based learning opportunities, and the relevance of education, training, and credentials.**
- 2) Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers.**
- 3) Improve college access, affordability, and student success.**
- 4) Strengthen the foundations for system success.**

Based on the plan instructions (calling for a concise list of goals) and the desire to ensure that ongoing initiatives stemming from our last strategic initiative (SuccessNC) remain supported priorities, we condensed Align4NCWorks goals and infused concepts from SuccessNC in the goals and objectives.

Outline of Draft Goals, Objectives, Strategies/Initiatives

**Goal 1 – Increase employer engagement, work-based learning opportunities and the relevance of education, training and credentials. {A4NCW Goals 1, 3, 4, 7}**

- 1.1 Objective – Invest in workforce education and training to build in-demand skills. {A4NCW Action Step 7.B.i.}**

**Strategies/Initiatives –**

- Workforce Training Program Funds:
  - Start-Up Fund For Demand-Driven Programs With Higher Costs
  - Research-Based Funding Increase To Address Workforce Program Costs
- Performance-Based Funding Focused On Wage Gains

**1.2 Objective – Ensure the workforce system is relevant, valuable, and easy to access by the business community. {A4NCW Obj. 1.A.}**

**Strategies/Initiatives –**

- Existing Industry Engagement Initiative
- Cross-Training of Workforce System Partners
- Alignment Projects
- Industry Associations Outreach/Related Employer Engagement
- BioNetwork Industry Alignment and STEM Pipeline Initiatives
- Integrated Instruction (Basic Skills & English Language Learner programs)
- CTE (Career and Technical Education) Advisory Groups

**1.3 Objective – Expand work-based learning opportunities. {A4NCW Goal 4}**

**Strategies/Initiatives –**

- Apprenticeship Initiatives:
  - Federal Apprenticeship Grants
  - Advancing Postsecondary Apprenticeship Project
- Work-based Learning Via Career Pathways
- Boosting Participation in Community College Work-Based Learning Courses
- “Taste of Industry” Initiative
- Perkins Industry-Based Professional Development for Community College Faculty and Staff

**1.4 Objective – Ensure education and training, address skill needs, and validate competency attainment. {A4NCW Goal 3}**

**Strategies/Initiatives –**

- Continuing Education Data System Re-Write
- Data Pipeline Project
- Workforce Credentials and Analytics:
  - Pilot site for National Credentials Registry
  - Co-Leadership of (National) Workforce Credentials Coalition
- Credit for Prior Learning
- Reverse Transfer

- Registered Apprenticeship College Consortium (RACC)
- Transcript initiatives

**Goal 2 – Promote career pathways, which include strategies such as career awareness and helping students connect to jobs and careers. {A4NCW goals 5 & 2}**

**2.1 Objective – Coordinate career and educational services, improve the clarity of information about viable career opportunities, and encourage development of/enrollment in career pathways. {A4NCW Obj. 5.A.}**

**Strategies/Initiatives –**

- Additional NCWorks Career Coaches
- Student Success Funds
- CTE 9-14 Career Pathways + Support for NCWorks Certified Career Pathways

**2.2 Objective – Provide timely academic and career information and “early warning” advising to help students succeed in college and prepare for success in quality careers. {A4NCW Obj 5.B.}**

**Strategies/Initiatives –**

- Interagency Collaboration on Career Information
- Integrated Academic/Career Advising
- Perkins-Sponsored Advising Initiatives

**Goal 3 – Improve college access, affordability, and student success. {A4NCW Goal 6 and SuccessNC}**

**3.1 Objective – Establish and strengthen policies and practices that enable students and adult learners to enter into and proceed successfully through career pathways and into a quality career. {A4NCW Obj. 6.A.}**

**Strategies/Initiatives:**

- Community College Transfer Incentive
- NC Student Success Center
- Multiple Measures
- Developmental Education Reform
- Career-and-College-Ready-Graduate Alignment Partnership
- Minority Male Success Initiative
- Competency Based Education Initiative
- SNAP to Skills
- Federal Workforce and Education Policy Input
- Centralized Residency Determination Plan
- High School Equivalency Contract

**3.2 Objective – Improve and expand education and training opportunities for veterans and for currently serving military personnel. {Align4NCWorks Obj. 6.C.}**

**Strategies/Initiatives:**

- Military Credit for Prior Learning
- Counting and Identifying Military/Veterans & Other Special Populations
- Boots to Business

**Goal 4 – Strengthen the foundations for system success. {A4NCW Goal 8}**

**4.1 Objective – Ensure that North Carolina has the Nation’s most talented, collaborative educators and professionals. {A4NCW Obj. 8A.}**

**Strategies/Initiatives:**

- Faculty/Staff Salary Boost
- Performance Bonuses for Community College Faculty/Staff (use of existing carry-forward funds)
- Implementation of NCVIP at System Office
- Career Development Facilitator Training
- Excellence in Research and Analytics Initiative
- System Sponsored Professional Development Opportunities

**4.2 Objective – Develop the organizational tools, structures, and cross-agency protocols needed to implement Align4NCWorks and support the vision of the NC Community College System. {A4NCW Obj. 8.B.}**

**Strategies/Initiatives –**

- Budget Stabilization Reserve
- New Technology Infrastructure (ERP RFP)
- Data Governance Committee
- Tier Funding Review
- Workforce Continuing Education Customer Relationship and Enrollment Management System
- WIOA Implementation
- Web Attendance for Basic Skills (changes in ERP)
- Ongoing Workforce Collaboration
- Resource Development Funding Exploration
- Learning Management System – Communication Tool
- Support for Contracts
- Manage/Oversee Connect NC Bond Funds

**4.3 Objective – Integrate and use education and workforce data to inform policy, track progress, and measure success. {A4NCW Obj. 7.B.}**

**Strategies/Initiatives –**

- Performance Based Funding
- Performance Partnership Program and Biannual Summit
- Data Governance Structure
- Employment Outcomes Analysis for Colleges
- Data Management System for WIOA Required Outcomes
- Contracts for Data Management System--Title II Required Reporting
- Centralized Application to Manage Continuing Education Integrity/Accountability Plan

**Enterprise Opportunities – Funding and Collaboration Opportunities Related to Strategies**

- NCCCS Legislative Agenda Items
- Workforce Innovation and Opportunity Act (WIOA)
- Unified Workforce Services for Business and Industry
- Career Pathways
- Common Follow-up System Modernization
- P-20W State Longitudinal Data System (SchoolWorks) Implementation
- Grants Management System

**IT Goals**

During the next five years, the System Office's Technology Solutions and Distance Learning Division will:

- **Collaborate with the General Assembly, the Department of Information Technology (DIT), Office of State Budget Management, and the 58 community colleges in the planning, development, and implementation of a modernized ERP system.**
- **Continue to support the current ERP system by performing routine maintenance and enhancements in order to maintain business continuity and initiatives for the agency, the 58 community colleges, and their partners.**
- **Align agency and community college staff, invest in professional development, and continually improve process and procedures that support current and future technology solutions.**

The planning document focuses on how the Agency will maintain current System Office and Community College System technology business needs while planning for the replacement of the enterprise resource planning (ERP) system as defined in North Carolina General Assembly Session Law 2016-94 Sections 7.10A.(a) and 7.10A.(b).

This plan directly aligns with the Agency's strategic vision and includes tasks designed to reduce business disruption during a period of technology change. These tasks will sustain the current level of support, guidance, and service expected by our customers, while increasing the technology value provided by the System Office to the 58 community colleges, our partner agencies at the federal, state, and local levels, and, above all, the citizens and industry who benefit from the educational and economic growth opportunities provided by the entire North Carolina Community College System.

Enterprise Opportunities – IT Funding and Collaboration Opportunities

- Potential webinar Series To Produce and Caption (to meet ADA compliance standards) Sixty-Minute Webinars To Support Nursing Curriculum
- State General Fund Appropriation for 2 + 2 E-Learning Initiative
- Grant Management System
- Virtual Computing Environment
- P-20W State Longitudinal Data System (SchoolWorks)