

**Minutes**  
**State Board of Community Colleges**  
**STRATEGIC PLANNING COMMITTEE**  
**May 16, 2019**

**COMMITTEE MEMBERS PRESENT:**

Jerry Vaughan, Chair	Burr Sullivan	David Willis
Breeden Blackwell	Ann Whitford	

Members Absent: Clark Twiddy

**OTHERS IN ATTENDANCE:**

Ernie Pearson	Anne Bacon	Kelly Barretto
President Peter Hans	Matt Meyer	Lyn Austin
Jennifer Haygood	Katie Bao	Linda Suggs
Andrea Poole	Chreatha Alston	Julie Woodson

**CALL TO ORDER**

Mr. Vaughan called the meeting to order at 1:44 p.m. in the AW Conference Room of the System Office.

**ROLL CALL**

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

**ETHICS STATEMENT**

Mr. Vaughan 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. Vaughan asked for a motion to approve the agenda for the May 16, 2019 meeting. Ms. Whitford made the motion to approve the agenda as amended, Mr. Sullivan seconded, and the Committee approved the amended agenda unanimously without change.

**APPROVAL OF MINUTES**

Mr. Vaughan asked for a motion to approve the minutes for the March 14, 2019 meeting. Dr. Blackwell made the motion to approve, Mr. Sullivan seconded, and the Committee approved the minutes unanimously without change.

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**FOR FUTURE ACTION**

**Resolution: Support of *myFutureNC* Statewide Educational Attainment Goal**

Ms. Haygood requested that this item be moved from Future Action to For Action and yielded the floor to President Hans to report on the Resolution.

- Pres. Hans reminded the Committee that this initiative is to encourage the State to set an education attainment goal to increase the number of NC residents ages 25-44 who hold postsecondary credentials or degrees to at least two million or 66% by 2030

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- This initiative is receiving support across statewide education groups including North Carolina Independent Colleges and Universities (NCICU), the State Board of Education and Governor Cooper's Education Cabinet

*Discussion: Education beyond high school is the new standard; there is not a specific strategic industry focus; we must remain mindful of the need to be fluid in congruence with trends that fluctuate over time.*

*Motion: Mr. Burr made the motion to suspend the rules and move this matter to "For Action" and to request the Board's support of the resolution at the full Board meeting, followed by Mr. Willis' second, and the motion passed with all in favor.*

**FOR INFORMATION**

**Overview of Report: Board of Postsecondary Education Credentials (Attachment PLAN 02)**

Ms. Bacon reviewed the six recommendations found in the Executive Summary of the Report, connecting each to a tactic in the Strategic Plan.

- Ms. Haygood noted that NC Board of Postsecondary Education Credentials is a legislatively established Board that sunsets prior to next fiscal year
- Our input is reflected in the Report's recommendations
- Dr. Meyer gave an example of work underway with third-party, industry-recognized credentials: Continuing Education sent 3 million student records to the National Student Clearinghouse (NSC) to be matched to track attainment. Of 3 million, only 3,000 records could be matched partly because data collected by certification providers omit identifiers like social security numbers and birthdates, making data more difficult to match. In response to this issue, NSC is working with education providers to collect better data. Dr. Meyer noted a need for data-sharing agreements that would lead to a single portal

*Discussion: Mr. Sullivan observed opportunity to miscount number of attained credentials when relying on NSC data in cases where one obtains a combination of certificates, diplomas, and/or a degree. He suggested getting information directly from the 58 colleges rather than just the Clearinghouse to ensure more accuracy. Mr. Sullivan also noted the data was two years old, recommending we obtain information in real time directly from colleges with a viable reporting system. This is necessary for performance accountability to the General Assembly. President Hans concurred, acknowledging data collection limitations which are expected to be addressed through technology investments to allow colleges to use uniform definitions.*

*Ms. Austin offered that each community should be attuned to its workforce needs so Career Coaches can begin at the middle- and high school levels to inform students about the scope of opportunities.*

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Key Performance Indicators (KPIs) for System Effectiveness (Attachment PLAN 03)

Dr. Bao used slides to present and highlighted the following:

- Full-time Faculty Instruction – reflects percentage of faculty hours taught by full-time faculty. A graph shows percentage of full-time faculty at approximately 56%, but a variation in numbers among colleges exists. 76% of membership hours are being taught by full-time faculty, a slight increase over the past several years
- Faculty FTE Generation – reflects full-time enrollment equivalents per faculty member with an average of eight FTE's per faculty per semester
- Salary Comparison – compares salaries of full-time faculty in North Carolina system to other states. U.S. average is slightly above \$63,000 while North Carolina's average salary is at \$49,000 and is 44<sup>th</sup> in the country. This data was displayed as disaggregated data by ethnicity, age and gender. Ms. Haygood shared comparison data that showed an average annual salary of approximately \$80,700 for University System faculty
- Faculty/staff retention – reflects year-to-year retention at the system level. The number has remained stable for full-time and part-time faculty over time. Also presented was retention data disaggregated by role, institutionally and systemwide, and by age, gender and ethnicity
- Institutional Expenses by Function – reflects where institutions are spending their money. The largest bucket of expenditures is related to instruction (faculty salary, e.g.), followed by institutional support (administrative services such as legal, HR, PR, fiscal, e.g.), scholarships, other expenses, academic support (libraries, museums). We spend less than the national average on student services (admissions, registrars, student activities, intramural sports, advising, e.g.). Ms. Haygood stressed that the difference in spending on and lack of funding for student services compared to the national average is noteworthy

*Discussion: Anecdotally, retirement, non-competitive salaries, and position cuts appear to drive faculty and staff turnover. A dashboard that looks at faculty and staff salaries broken down by position is being created by Mr. Schneider's team. Colleges have local autonomy over salary schedules and need to invest their salary dollars uniquely; this creates a challenge for the General Assembly in that they want to allocate more funds but find themselves needing to be more prescriptive absent a state teacher salary schedule. The group discussed the effect of dual enrollment and Early College programs, tuition waivers and the need for the Legislature to understand that as those programs grow, so will the need for funding. The group further discussed the challenge of measuring average class size of online course instruction compared to in-person instruction. The group discussed availability of broadband at the colleges, which was made possible by an SBCC-approved annual contract, but availability of off-campus broadband can present its own dilemma.*

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Tactic and Plan Implementation Review (Attachment PLAN 04)

Ms. Bacon presented an update on quarterly progress of tactic and plan implementation and used the Strategic Plan Dashboard to highlight the following:

- 29 tactics are being followed. While Mr. Schneider’s team focuses on outcomes (via the KPIs), the Dashboard tracks critical tactics tied to the 2018-2022 Strategic Plan so we can see progress before outcome data can reflect it and see progress directly tied to our action
- Ms. Bacon noted 17 tactics are in green (“Celebrate”) status. The “Establishment of the System Advisory Council” tactic is technically blue (“Implemented”), but continues to be a tactic making progress
- “Accelerating Student Readiness” is presently categorized as red (“Escalate”) status. This tactic relates to remediation for high school seniors that are not adequately prepared for college through the CCRG (Community College Ready Graduates) program and co-requisite remediation for community college students through RISE (Reinforced Instruction through Student Readiness). The status is due in part to ongoing efforts to reach a mutually agreeable approach to implementation of CCRG with Department of Public Instruction
- Significant progress is being made in a number of other areas, especially with Short-term Workforce Funding (parity), Career Coach Expansion, and a marketing and communications plan that is being formulated to “tell our story more effectively”
- Follow links on today’s agenda for further exploration

**NEW BUSINESS**

None.

**ADJOURN**

There being no other business, Mr. Vaughan asked for a motion to adjourn. Dr. Blackwell made the motion, which was seconded by Mr. Willis and passed unanimously without discussion, and the Committee adjourned at 3:04 p.m.

Respectfully submitted,

Kelly Barretto  
Recording Secretary