

**MINUTES**  
**State Board of Community Colleges**  
**STRATEGIC PLANNING COMMITTEE**  
**November 16, 2017 – 1:30 p.m.**

**COMMITTEE MEMBERS PRESENT:**

Bill McBrayer	Ann Whitford
Ernie Pearson	Scott Shook

Members Absent: Clark Twiddy, Jerry Vaughan, Breeden Blackwell

**OTHERS IN ATTENDANCE:**

Jennifer Haygood	Maureen Little	Linda Ayers, BMGF/JFF
Bill Schneider	Chreatha Alston	Lyn Austin, NCACCT
Anne Bacon	Roxanne Newton	Jim Parker

**CALL TO ORDER**

Ms. Whitford called the meeting to order at 1:33 p.m. in conference room AW North at the System Office.

**ROLL CALL**

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

**ETHICS STATEMENT**

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

**APPROVAL OF THE AGENDA**

Ms. Whitford asked for a motion to approve the agenda for the November 16, 2017 meeting. Mr. McBrayer moved to approve, Mr. Shook seconded, and the Committee approved the agenda without change.

**APPROVAL OF MINUTES**

Ms. Whitford asked for a motion to approve the minutes for the October 19, 2017 meeting. Mr. Shook moved to approve, Mr. McBrayer seconded, and the Committee approved the minutes without change.

---

**FOR INFORMATION**

**Format of Plan Deliverables**

Acting President Haygood opened the discussion thanking the Committee for their participation at the October SBCC meeting. With the content of the Plan having been discussed, the next step is to ensure that the format of the deliverable(s) meet the needs of the audience and the users of the Plan. Ms. Bacon updated the Committee on proposed uses of the Strategic Plan to

**MINUTES**  
**State Board of Community Colleges**  
**STRATEGIC PLANNING COMMITTEE**  
**November 16, 2017 – 1:30 p.m.**

include promoting a clear and consistent message about NC Community Colleges, guiding budget development, guiding thinking for legislative priorities, sharing the System vision with policy makers, promoting accountability, aiding in making decisions and prioritizing, inspiring our community college “family,” and promoting System cohesion. Ms. Bacon displayed sample strategic plans from the UNC system, NC Works Commission, State Board of Education, Colorado’s community colleges system, and NCSU-College of Agriculture and Life Sciences, noting plan durations, content layout, formatting, and number of pages for each. Board members and staff discussed the various options. Acting President Haygood suggested that we may want to consider a static strategic plan publication, in addition to a dynamic version with more details that could be electronic and include links to Key Performance Indicators.

Mr. Pearson stated he would like to see a dashboard to track results and progress. There was discussion by the group about how to monitor operational activities and actions taken, possibly on a quarterly basis. The group discussed a vivid, simple tracking mechanism with short descriptions of actions taken. Chairman Shook noted the importance of measuring both outcomes and the activities leading to those outcomes that can be directly controlled. When the Strategic Plan is adopted, it will guide what is done in the course of business operations that funnel into the four themes of the pipeline.

Ms. Bacon stated that based on internal conversations, a length of 12-14 pages for the Strategic Plan is currently contemplated, and asked for feedback from the Committee. Acting President Haygood noted that internal stakeholders such as the SBCC Strategic Planning Committee could rely on the dynamic (possibly electronic) version of the plan with metrics that are updated on a quarterly basis to view progress while a shorter, static document would be useful for conversations with potential partners of the Community Colleges.

Strategic Plan KPI Committee Areas of Discussion (ATTACHMENT – PLAN 01)

Mr. Schneider reviewed PLAN 01.

A group of 12 staff from the System Office and from colleges has met twice so far and studied the objectives and goals from which key performance indicators (KPIs) can be determined. These measures will assess how well we are moving the needle forward on the goals within the Plan. In initial conversations, the group quickly realized data sources required to ideally assess all areas of the plan were not accessible. In order to do so, new instruments would need to be established to collect new data points.

**Student Interest and Access.** In the theme of Student Interest and Access for example, the System could build metrics that are associated with high school student enrollment in Career College Promise program, the rate of high school students becoming community college students after graduation, application conversion rates, target population participation looking at the population as a whole and what percentage of population are being drilled into

## MINUTES

### State Board of Community Colleges

### STRATEGIC PLANNING COMMITTEE

November 16, 2017 – 1:30 p.m.

community colleges. We know our enrollment is strongly driven by unemployment. Therefore, a measure to show whether enrollment is outpacing unemployment would be desirable. Examples of data for which we do not have metrics include course availability and perception among students and parents.

**Clear & Supported Pathways for Student Progress and Success.** Mr. Schneider discussed the Performance Measures Committee, comprised mostly of college staff and led by a college president, to build next recommendations on our next statewide performance measures. There are currently seven metrics associated with state performance measures which include basic skills student progress, gateway math and English completion, first year progression, six-year completion, certification pass rate, and transfer performance. The plan is to incorporate the revised measures as our metrics associated with the goal of Clear and Supported Pathways for Student Progress and Success. The Committee will reconvene prior to the January Board meeting.

**Economic and Workforce Impact.** This theme emphasizes partnership and collaboration with employers and various stakeholders, enrollment scenarios that are economic and workforce focused such as job training, Small Business Center, tracking certified career pathway enrollments and supply/demand gap analysis to learn employer needs. The Community College System does not currently have instruments in place to assess many of these metrics. While we may identify certain metrics as being important, it can take two or three years to build the reporting tool and establish baseline data for it. We may see these metrics as part of the next Plan, but may not see it with the current Plan.

**System Effectiveness.** We are looking for ways to assess whether we are meeting technology needs of students and faculty, whether we are using data to inform decisions made at the local level, and examine faculty credentials to ensure professional development opportunities are in place. Data like salary and turnover are easier to measure.

**Overall feedback.** Chairman Shook noted that we should focus on the bigger picture and the outcome, e.g., increasing enrollment, completion, and employment and activities in which we engage to drive those goals. For example, more than trying to measure stakeholder engagement, we should ensure that we develop a spectrum of examples of stakeholder engagement/best practices, and success stories geared toward the measurable outcome that colleges can adopt. Committee members agreed.

Chairman Shook asked how much we could accomplish from a planning standpoint on a larger scale to make sure that, in all 58 colleges, we are achieving our goals. Ms. Whitford asked if we could encourage colleges to tie their strategic plans into ours, creating ease of accessibility to data they have measured. There was some discussion about whether that would be feasible. Chairman Shook suggested we could look at the top colleges in NC that are succeeding in a

**MINUTES**  
**State Board of Community Colleges**  
**STRATEGIC PLANNING COMMITTEE**  
**November 16, 2017 – 1:30 p.m.**

certain key area (e.g., growing in enrollment) to assess what they are doing. Conversely, we could look at the colleges experiencing less success, despite conducting business as usual. Chairman Shook said it would be worthwhile to study what successful colleges are doing to be successful. Ms. Whitford suggested looking at best practices in colleges in small, mid-size, and large markets, who seem to be growing in enrollment. There was discussion about what the Board can do from a policy standpoint to help colleges become more efficient, and how to encourage system effectiveness.

Chairman Shook stated an interest in capturing measuring outputs, while activity or input still needs to be quantifiable. Mr. Schneider added that we have been focused on measures for the System level, but may want to focus on being able to identify areas of strength and weakness by region, college or demographics.

**Sample Mockup of Board Item Tied to Plan (ATTACHMENT - PLAN 02)**

Ms. Bacon gave a power point presentation on proposed uses of the Plan and reminded the Committee of the plan uses. Ms. Bacon used the State Board of Education's monthly board agenda and a sample board item summary used in meetings to show how education boards can tie their decision making to their strategic plan. Ms. Bacon displayed a sample mockup of the past request to approve allocation for the Minority Male Success Initiative, showing how this request could be tied to a theme, goal and objectives from the Strategic Plan. Acting President Haygood added that this would be a method to connect the dots between actions coming before the Board and how they relate to the Strategic Plan. Board members including Chairman Shook concurred that this is how to integrate the Plan into operations, especially as it relates to policy changes.

**Revised Strategic Plan Language (ATTACHMENT - PLAN 03)**

Acting President Haygood reviewed the marked-up draft language originating from planning meeting discussions in October, highlighting changes to strategy, style, and terminology across the four Themes.

Ms. Whitford asked for questions or comments. There being none, Ms. Whitford asked if we will revisit this in January. Ms. Haygood stated that staff plans to have a clean version of the draft strategic plan and possibly a layout ready to discuss in January, along with further conversations about KPIs, metrics and operational planning. She noted the Strategic Plan will be ready for action by the Board at the February 2018 meeting.

**Other Strategic Planning Updates**

Mr. Parker was asked to be present to discuss ERP design and planning work. The System Office ERP-PMO office has been engaging in Process, Reimagining and Redesign (PRR) discussions with community college and System Office staff, yielding very positive feedback. The PRR Subcommittee has an Executive Steering Committee comprised of 5 presidents and other

## MINUTES

### **State Board of Community Colleges**

#### **STRATEGIC PLANNING COMMITTEE**

**November 16, 2017 – 1:30 p.m.**

representatives from a range of functional areas such as Curriculum, Continuing Education, and Workforce Development. The steering committee members have become Subcommittee chairs for their respective domains (e.g., HR/payroll). They are in the process of reimagining and redesign work, identifying how a baseline process or best practice is executed and where they can adapt. They identify which processes present challenges. Mr. Parker noted that over 200 people from across community colleges are involved. He is getting positive feedback on the PRRs. Once a uniform process is established, we will want technology that will enable it. This will simplify supporting training for colleges because there is a uniform way to do it. The core PRR sessions will run through February. The process diagrams will evolve into an RFP. Once awarded, the RFP becomes a public document. Mr. Parker said more than \$1 million of state money (including funds supporting the CampusWorks contract and the human resources invested from across the System) is invested into the RFP development process. If the Community College System does not get the funding for the new ERP (estimated at \$60M), PRR input will be leveraged to applying the processes to the current technology platform. Ms. Whitford asked if this process can be implemented in stages so that budget requests could be made incrementally, to which Mr. Parker replied that it could. The Finance Committee is considering a recommendation to request \$15 million on a recurring basis through the completion of the project. Ms. Whitford noted this would take a unified approach to the General Assembly by presidents, System Office, and college trustees to get funding. Chairman Shook asked whether a cloud-based system is contemplated to which Mr. Parker replied we are looking at a software as a service (SaaS) solution, which is the least cost to maintain and the quickest to implement. Mr. Parker noted that one software solution may not be right for all applications we need (an ERP could include more than one core software solution).

Acting President Haygood updated the Committee on My Future NC Commission (P-16 Commission), borne of the Board of Governors strategic plan directing them to put together a cross sector task force and state-level conversations about the fact that the State does not have a cohesive education plan that crosses sectors. It met for the first time on November 6 at the Hunt Library at NC State. In addition to Ms. Haygood, Dr. Stelfanie Williams, President of Vance-Granville Community College and Dr. Jeff Cox, President of Wilkes Community College, are serving on the Commission. They have invited subject matter experts (SMEs) to contribute to the Commission's activities, to include Dr. Chapman as part of the Higher Education Committee. Acting President Haygood has asked Dr. Mark Gould, President of Pitt Community and Co-Chair of the Transfer Advisory Committee, and Dr. Mark Story, President of K-64 at Catawba Valley Community College, and Workforce Committee member to join as an SMEs. Groundwork was laid and hearing how the State's economy and demography have been changing during the first meeting of the Commission, which will meet again in February 2018.

**MINUTES**  
**State Board of Community Colleges**  
**STRATEGIC PLANNING COMMITTEE**  
**November 16, 2017 – 1:30 p.m.**

**NEW BUSINESS**

**ADJOURN**

There being no other business, Ms. Whitford asked for a motion to adjourn. Mr. McBryer so moved, seconded by Chairman Shook, and the Committee adjourned at 2:47 p.m. following a voice vote.

Respectfully submitted,  
Kelly Barretto  
Recording Secretary

DRAFT