

STATE BOARD OF COMMUNITY COLLEGES
Draft Strategic Planning Goals, Objectives, and Strategies

Goal 1: Faculty and Staff Recruitment and Retention

Objective 1.1: Address faculty and staff shortages.

- Strategy 1.1.1: Increase state funding for community college employee pay to recruit and retain top talent.
- Strategy 1.1.2: Help community colleges obtain supplemental funding for employee pay.
- Strategy 1.1.3: Help community colleges attract supplemental talent.

Objective 1.2: Increase interest in jobs and careers with the NC Community College System.

- Strategy 1.2.1: Boost proactive faculty/staff recruitment.
- Strategy 1.2.2: Promote opportunities for colleges to tap large, diverse, and non-traditional pools of people for recruitment or promotion.

Objective 1.3: Support community colleges in their efforts to be employers of choice.

- Strategy 1.3.1: Support professional development, employees' career growth, and recognition within the North Carolina Community College System.
- Strategy 1.3.2: Promote flexibility for employees and creativity in meeting college workforce needs.
- Strategy 1.3.3: Retain community college employees through support, engagement in the mission, and fostering a sense of belonging.

Goal 2: Enrollment

Objective 2.1: Increase marketing and outreach to prospective students and their influencers.

- Strategy 2.1.1: Develop and utilize marketing strategies to increase enrollment of students. Increase overall enrollment and enrollment of underrepresented and non-traditional students.

- Strategy 2.1.2: Ensure that each North Carolina Community College has a Strategic Enrollment Management Plan that addresses student recruitment, retention, and completion.
- Strategy 2.1.3: Strengthen communications partnerships between the System Office and colleges, and between colleges and their local partners.

Objective 2.2: Enhance and develop partnerships that streamline the pathway to community colleges and the workforce.

- Strategy 2.2.1: Increase relationships with internal and external educational partners.
- Strategy 2.2.2: Expand the use of Career Coaches provided by NC community colleges in high schools.
- Strategy 2.2.3: Increase Career and College Promise (CCP) and other forms of dual enrollment and participation, especially among underrepresented students.

Objective 2.3: Increase enrollment by focusing on career opportunities and the return on investment of community college education and training.

- Strategy 2.3.1: Assist colleges in increasing career awareness and readiness and promoting the return on investment from community college education and training.
- Strategy 2.3.2: Expand paid work-based learning opportunities for community college students.
- Strategy 2.3.3: Increase student access to career services, entrepreneur services, and employer hiring managers.

Objective 2.4: Increase the recruitment and retention of adult learners.

- Strategy 2.4.1: Partner with business, industry, and community-based organizations to identify and promote short-term, high-demand programs of study.
- Strategy 2.4.2: Increase availability of accelerated and short-term course models to shorten time to completion.
- Strategy 2.4.3: Expand wrap-around services to support students' non-academic needs services (ex. food insecurity, transportation, childcare, etc.).

Goal 3: Student Success for All

Objective 3.1: Adopt a NCCCS framework for inclusive excellence to be embedded in planning, policies, and procedures to reduce attainment gaps and cultivate a culture of belonging across the System.

- Strategy 3.1.1: Create an inclusive excellence taskforce which provides professional development and technical assistance and identifies strategies to mitigate barriers.
- Strategy 3.1.2: Identify and remove barriers facing students, especially underrepresented students.
- Strategy 3.1.3: Incentivize excellence by disaggregating state performance measures and rewarding colleges that excel in reaching and serving diverse student groups.

Objective 3.2: Promote excellence in teaching and support faculty professional development

- Strategy 3.2.1: Provide training on teaching strategies that address pandemic learning losses and foster academic resilience.

Objective 3.3: Ensure that community college students have access to mental health services, housing, transportation, childcare, and food.

- Strategy 3.3.1: Expand community partnerships with government and educational agencies, non-profits, and businesses to connect all students with the non-academic resources to support individual success and completion.

Objective 3.4: Build and enhance systems and supports to improve persistence and goal achievement for every student.

- Strategy 3.4.1: Strengthen and incentivize regional approaches to prepare students to meet business and industry needs aligned with students' career goals.
- Strategy 3.4.2: Strategically align faculty and staff professional development to advance persistence and student success for every student.
- Strategy 3.4.3: Implement statewide technology solutions that can help colleges improve student persistence, retention, and completion.
- Strategy 3.4.4: Promote flexibility in teaching modalities and class scheduling to meet the needs of students. *(Supports Enrollment goal, also.)*

Goal 4: Economic and Workforce Development

Objective 4.1: Addressing Industry Talent Needs: Cultivate a robust pipeline of highly skilled workers that meets the needs of employers and grows the economies of all 100 counties.

- Strategy 4.1.1. Employer Engagement: Ensure the Community College System is engaged with the business community to create a diverse and skilled talent pipeline.
- Strategy 4.1.2. Regional Economic Development Collaboration: Embed community colleges in the economic development community and collaborate with workforce partners for strategic pipeline development for existing and future jobs.
- Strategy 4.1.3. Rural Area Industry: Support key production sectors critical to new and existing businesses in rural areas of North Carolina.

Objective 4.2: Talent development: Foster high-quality employment opportunities and effective instruction focused on in-demand skills, competency development and credential attainment.

- Strategy 4.2.1 Alignment of Training Pathways to Employer Needs: Close the skills gap by cultivating existing talent and aligning education and training with the needs of industry.
- Strategy 4.2.2. Competency-Based Education, Training, and Credentials – In each sector of the economy, develop and offer Competency-Based Education (CBE) pathways for students to accelerate their journey from education to a job using the self-paced mastery model of competency-based education.

Objective 4.3: Economic Mobility – Increase access to the training, education, and guidance needed by students to achieve their career goals and upward mobility.

- Strategy 4.3.1 Outreach: Ensure that funding and marketing are leveraged among agency partners to effectively target low-income populations and historically underserved groups to expand and diversify the talent pipeline.
- Strategy 4.3.2: Ensure that North Carolina is a national leader in diverse and inclusive talent development.

Goal 5: System Funding and Effectiveness

Objective 5.1: Ensure that the investment in the North Carolina Community College System reflects the value of its employees and the students and businesses it serves.

- Strategy 5.1.1: Pursue full funding for the NCCCS legislative agenda.

Objective 5.2: Modernize and realign the Community College System's funding formula.

- Strategy 5.2.1: Ensure that instruction is valued in a way that reflects parity between similar Curriculum and Continuing Education programs and varying costs and labor market value of different programming.
- Strategy 5.2.2: Incentivize collaboration over competition by placing a higher value on programming offered through partnerships between colleges. (Higher value per FTE)

Objective 5.3: Support small and rural colleges.

- Strategy 5.3.1: Realign the definition of FTE from 16 to 12 contact hours to align with UNC System and Pell Grant definitions and to provide additional support for small colleges.
- Strategy 5.3.2: Convene a task force of state and national experts to identify additional strategies for supporting rural colleges and students.

Objective 5.4: Align System Office functional support to colleges' needs.

- Strategy 5.4.1: System Office will work with colleges to develop a services menu that identifies what it offers for colleges, recognizing that services vary on whether they are most effectively provided locally, regionally, or statewide, and that college needs may vary by size.
- Strategy 5.4.2: Convene colleges and other partners to address issues that are critical to community colleges, their communities, and the state of North Carolina.
- Strategy 5.4.3: Develop new communications and marketing strategies for the North Carolina Community College System.

Objective 5.5: Ensure that the North Carolina Community College System's data management and technology systems provide best-in-class support for the core business functions of the colleges and the System Office.

- Strategy 5.5.1: The System Office will work with community colleges to develop an Enterprise Resource strategy that drives positive student outcomes and meets the different needs of North Carolina's Community Colleges.
- Strategy 5.5.2: Develop a data management and integration plan for the NC Community College System to enhance research and reporting capacity.
- Strategy 5.5.3: Provide top-quality cybersecurity expertise, leadership, and support for the 58 community colleges and System Office to prevent and respond to any cyberattacks, leveraging common security frameworks in collaboration with the colleges.