

MINUTES

State Board of Community Colleges

SBCC BOARD POLICY AND GOVERNANCE AND STRATEGIC PLANNING JOINT COMMITTEE MEETING

Thursday, January 19, 2023

SBCC BOARD POLICY AND GOVERNANCE COMMITTEE MEMBERS PRESENT

Mr. Jerry Vaughan, Chair	Dr. Greg McLeod, Edgecombe CC*	Ms. Julie Ryan*
Ms. Lisa Estep, Vice-Chair	Mr. Mark Merritt	Ms. Ann Whitford
Ms. LaTasha Bradford, N4CSGA	Mr. Hari Nath*	
Dr. Shirley Carraway	Hon. Ray Russell	

*Attended via Zoom

Absent Members: Ms. Lyn Austin, Johnston CC, Dr. Jason Hurst, Cleveland CC

SBCC STRATEGIC PLANNING COMMITTEE MEMBERS PRESENT

Ms. Ann Whitford, Chair	Dr. Shirley Carraway	Mr. Ray Trapp*
Mr. Bobby Irwin, Vice Chair	Mr. Jon Harris for Lt. Gov. Mark	Ms. Sara West
Ms. LaTasha Bradford, N4CSGA	Robinson	
Dr. Grant Campbell	Mr. Hari Nath*	

*Attended via Zoom

OTHER BOARD MEMBERS PRESENT

Hon. Chaz Beasley	Mr. Bill McBrayer	Hon. Terry Van Duyen
Mr. Tom Looney	Mr. Burr Sullivan	

*Attended via Zoom

OTHERS IN ATTENDANCE

Ms. Brandy Andrews	Dr. Patrick Crane	Ms. Tiffany Howell
Atty. Tawanda Artis	Mr. Patrick Fleming	Ms. Sondra Jarvis
Ms. Kelly Barretto	Dr. Kimberly Gold	Dr. Bruce Mack
Dr. Levy Brown	Mr. Grant Godwin*	Ms. Halima Sharif
Dr. Bill Carver, NCCCS*	Mr. Nathan Hardin	Mr. James Willamor
Mr. Jason Cobb	Dr. John Hauser, Gaston CC*	Dr. Bob Witchger
Dr. Jeff Cox, Wilkes CC	Dr. Monty Hickman	

*Attended via Zoom

CALL TO ORDER

Mr. Vaughan called the SBCC Policy and Governance and Strategic Planning joint committee meeting to order at 9:02 a.m.

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ROLL CALL OF THE SBCC POLICY AND GOVERNANCE COMMITTEE MEMBERS

General Counsel Artis called the roll of the SBCC Policy and Governance Committee members.

ETHICS STATEMENT

Attorney Artis read the Ethics Awareness and Conflict of Interest Statement. No conflicts were noted.

APPROVAL OF THE SBCC POLICY AND GOVERNANCE AND STRATEGIC PLANNING JOINT COMMITTEE

AGENDA

Mr. Vaughan requested a motion to approve the agenda. Mr. Merritt motioned to approve the agenda, seconded by Ms. Estep, and approved by a voice vote.

APPROVAL OF THE SBCC POLICY AND GOVERNANCE COMMITTEE MINUTES

Mr. Vaughan requested a motion to approve the minutes from November 17, 2022. Dr. Carraway motioned to approve, seconded by Mr. Merritt, and approved by a voice vote.

ROLL CALL OF THE STRATEGIC PLANNING COMMITTEE MEMBERS

Ms. Barretto called the roll of the Strategic Planning Committee members.

APPROVAL OF THE STRATEGIC PLANNING COMMITTEE MINUTES

Ms. Whitford requested a motion to approve the minutes from November 17, 2022. Mr. Irwin motioned to approve, seconded by Ms. West, and approved by a voice vote.

FOR ACTION

Review of Comments for Proposed Amendment of 2A SBCCC 300.6 – North Carolina Proprietary School Fee Schedule (Attachment SBPG 01)

Mr. Vaughan stated Attachment SBPG 01 was being brought before the Committee to approve the increase in the fees for the proprietary schools. The initial licensure fee was being increased from \$3,200.00 to \$5,000.00 and the annual renewal fee was being increased from \$1,700.00 to \$2,500.00. There were no public comments received on this policy change. Dr. Carraway inquired about the rationale for the increase in fees. Attorney Artis advised the increase was being requested in order to support an additional employee to the proprietary schools' staff at the System Office.

Mr. Vaughan called for a motion to approve the amendment of 2A SBCCC 300.6 – North Carolina Proprietary School Fee Schedule. Mr. Merritt motioned to approve, seconded by Dr. Carraway, and approved by a voice vote.

FOR INFORMATION

Strategic Plan Implementation Planning (Attachment PLAN 01)

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With the Strategic Plan in place, Ms. Whitford stated the Board has to determine how to oversee and support the implementation of the plan. The purpose of the joint meeting was to assess and brainstorm how to best use the existing committee structure to oversee the implementation of the plan and how it impacts our governance structure. She added that the strategic plan could serve as a platform to build better processes as a Board to oversee the operations of the System Office while keeping up with the core duties of the committees.

Dr. Crane provided an overview of the four-year strategic plan. The plan was established under the concept of five (5) goals. The plan included annual implementation plans which can be updated to accommodate for changes during the year. The plan was developed with broad input and implemented with broad partnership. It supported oversight shared across the Board committees and implementation shared across the System Office in partnership with key stakeholders. The goals were separated into twelve (12) tactics which were distributed among six (6) different committees. The distribution of tactics was intended to strengthen collaboration between the System Office and Board committees. The plan established Goal 1 and Goal 5 to focus more on how we do business. The goals centered on faculty and staff recruitment and retention and system funding and effectiveness. Goal 2, Goal 3, and Goal 4 were more defined and aimed more towards how to help students, businesses, and residents of North Carolina. Mr. Vaughan inquired if Marketing and Communications were expected to take the lead in Goal 5. Dr. Crane confirmed that the Marketing and Communications Committee will lead Goal 5 beginning with meetings starting in April. Ms. Estep suggested that Goal 1 of faculty and staff recruitment and retention should be the responsibility of Dr. Gold as Chief of Staff and not Finance. She stated that the Chief of Staff should have the final say as to compensation of a position and who would be best fit to fill the position.

The concept behind system level tools and committee level planning was based on the thought that staff and committees use the same tools for developing plans, tracking progress, and reporting and the decision making should be at the committee level. With a common set of templates, it would ensure clarity for the staff and Board members. Dr. Crane stated the plan was more effective when templates, tools, governance roles, and expectations were set at the system level and development of timelines and reporting were set at the committee level. The tactic leads across the agency would use the same templates and the committee members and System Office staff would have a shared understanding of the State Board and staff roles in the Strategic Plan implementation. Each committee Chair and Vice Chair would work with the tactic leads to have a consensus on timelines and reporting plans.

The tools for planning SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) tactics have been previously approved. This format was used with a series of questions to help develop the specifics of each tactic and was used by Wilkes Community College with success. Staff leads completed work for the twelve (12) tactics. Now the timelines for the tactics and the timelines for the committees need

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work. Dr. Crane mentioned setting the timelines would have to take into consideration the routine duties of each committee. Moreover, the discussion in committee was to set common templates and tools; however, the templates and tools were open for modification based on the needs of the Board. Mr. Vaughan suggested that the Board advise, coach, and oversee the committee without overwhelming the staff. Ms. Whitford stated the Strategic Plan would illustrate the resources available and if additional resources was needed, it would be able to accommodate the staff.

Dr. Crane indicated that outside experts could be utilized to develop the tools used to track progress in tactic reporting and data reporting. He encouraged comments as these processes are expected to be refined by March 1st. Mr. Vaughan recommended the use of surveys for the KPIs to have a more effective gauge on how we are doing. Mr. Looney suggested looking externally as well as, internally so that we may better serve our customers. Mr. Sullivan asked Dr. Crane if he anticipated a change in the way we track our progress with the new plan. Dr. Crane confirmed the tracking platform would be changed since it would no longer be supported. The type of information asked of the tactic leads would also be updated. Ms. Estep suggested that we utilize the Data Advisory Council to reach out to other organizations to access data that would improve how we help our customers. Mr. Vaughan inquired if future enrollment targets could be determined by looking at the 2 million by 2030 attainment goal and simply doing the math. Dr. Crane agreed it could be possible; however, there were some factors such as population trends to take into consideration. He agreed that setting completion goals was possible by doing the math and having conversations with each college.

Dr. Crane stressed that the System office staff will think about what resources were needed to get the tactics accomplished. The more we can articulate our resource needs the more clarity we would have on our starting point as we move forward in the strategic planning process.

Report from Governance Subcommittee on Board Engagement

Ms. Whitford encouraged being supportive of the staff and expressed concern of crossing oversight to management. Mr. Merritt stated the reason for the meeting today was to get clarity of the Board's role with respect to the Strategic Plan and the regular statutory duties. One of the goals of this meeting was to build consensus around the lines of oversight and management. Another goal was to make sure there was a good plan in place to oversee the Strategic Plan. Mr. Merritt emphasized the importance of collaboration of the committee Chairs and Vice Chairs, the staff liaisons, and committee members to make sure there is sound data and reporting in the exercise of the oversight duties. He added that board members should be sure to offer support to the staff in interactions around the implementation of the Strategic Plan. Mr. Merritt suggested that each committee Chair and Vice Chair who was assigned an oversight task meet with their staff liaison over the next few weeks to build an appropriate oversight plan based on the framework already established. Another task Mr. Merritt hoped each committee would complete was a calendar for the upcoming year. The calendar would ensure effective oversight

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of the parts of the Strategic Plan that match to their committees. He also estimated the timeline for the calendars, the KPIs, and metrics to be around April.

Ms. West opened the discussion with the data gap that exists within the system. She stated the Board does not have the data capacity to fully understand the impact of the System in the community. The committee members agreed that involving external partners to access as much data as possible would be moving in the right direction of understanding the depth of the System impact with students, businesses, and the community. It was also noted that the data compiled could be overwhelming; however, the data could assist in determining how best to use it to meet the goals. The Strategic Plan will allow collaboration across divisions and committees to work on the assigned tactics. Ms. Whitford added that the structure of the Strategic Plan will breakdown the silos throughout the system. Mr. Vaughan recommended that the System Office President would be the best person to oversee the tactic process of the Strategic Plan. Dr. Carver added that the role of the president would also rely on the senior team to bring about the breakdown of the silos. Sen. Van Duyn included that the relationship between the System Office President and the community college presidents was critical in the success of the Strategic Plan. When it comes to setting the goals of the community colleges, Mr. Irwin suggested setting general guidelines for the colleges and allowing the individual colleges to set their goals. He added that establishing across the board goals for the 58 community colleges may put some at a disadvantage since each college have various challenges to overcome. Dr. Crane provided an overview of what he was expecting from the tactic leads. First, the tactic leads should review the tactics and make any updates by March 1. Second, each tactic lead should layout what their work for the next year would look like prior to the March Board meeting. Third, the senior team committee liaisons should look at the all the tactics coming to each committee and make a calendar tracking the work for each committee. Dr. Crane anticipated a meeting with committee Chairs and Vice Chairs prior to the State Board March meeting.

NEW BUSINESS

No new business.

ADJOURNMENT

Ms. Whitford declared the meeting adjourned at 10:54 a.m.

Respectfully submitted,
Halima Sharif
Recording Secretary