

## Goals with Performance Measures for President Jeff Cox in Year 1

The goals outlined below align with the Strategic Plan and address issues identified in external assessments that the Board conducted in the last year. **These goals are ambitious in nature, will not all be accomplished within a year but are critical to our long-term success.** We will measure the President by ascertaining how well he leads the System Office and Community Colleges in making progress toward these goals over the next year.

- I. **Lead Strategic Plan Initiatives to Advance the NC Community College System**  
Advance three critical Strategic Plan initiatives to increase System impact and effectiveness. The President will engage staff and key stakeholders in the development and communication of actionable plans and related recommendations to the General Assembly. These three initiatives, all within the Strategic Plan, will be priorities for President Cox's attention.

### A. Develop an Updated Viable Funding Model to Drive System Innovation and Regional Collaboration

#### Metrics / Deliverables:

1. New Updated System Mission, Vision and Values Statement that are aligned with the Strategic Plan and increase focus on the plan's goals. (October 2023)
2. Assess the current funding model and create a report outlining areas of funding model that require revision. (November 2023)
3. Provide the Board with an interim report and update on early findings of the Funding Model taskforce. (May 2024)
4. System Office to deliver final report and recommendations to the Board regarding funding model updates and consequent beneficial impact on the State. (September 2024)

### B. Scale System Capacity and Responsiveness to Address Workforce Development

Needs: Create a framework where growing workforce development needs are met state-wide for both the large-scale corporate developments and small business needs within communities.

#### Metrics / Deliverables:

1. Redesign System website and other marketing materials to communicate clear and comprehensive information to business and industry partners about available community college services. (November 2023)

2. Convene roundtable discussions with business and industry leaders to assess workforce needs and opportunities (September 2023- March 2024) (Funding for convening)
3. Develop an action plan to leverage System resources to address both large-scale and small business workforce needs. (April- May 2024)

C. Develop a Viable Sustainability Plan for our Rural Colleges to Continue Their Support of Rural Communities and Business Ecosystems

Metrics / Deliverables:

1. Identify common challenges discussed as part of the Rural Colleges Leaders Program. (October 2023)
2. Identify and communicate models for regional collaboration. Compile case studies (February 2024)
3. Deliver a report on the Sustainability Plan for Rural Colleges to the State Board. (May 2024)
4. Leverage system and regional partnerships to procure 2 resources for standard services. (Example CRM, Timely MD)

**II. System Office Structure, Leadership Development, Culture and Engagement**

A. Leadership Team:

- Build a senior management team characterized by competence, nimbleness and responsiveness by filling existing open positions with qualified candidates and realigning roles and reorganizing functions to best achieve our strategic goals.
- Sustain ongoing work, in partnership with The Belk Center, to support leadership development of System Office team members.

Metrics / Deliverables:

1. Engage Senior Team members in Hunt Institute Transition planning.
2. Establish leadership academy for system office employees to support job performance and career progression.
3. Deliver a professional development workshop (3-5) to build leadership capacity within the organization.
4. Report to the State Board on Leadership Building Activities and expected outcomes. (March 2024)

B. Infrastructure and Capacity Alignment to Achieve Strategic Objectives:

- Drawing on external vendor assessments (Campus Works organizational design assessment, Taylor Train climate survey, Jefferson Wells internal risk

assessment), President to provide the Board with an assessment of the System Office capacity, organizational structure and cultural alignment required to achieve strategic objectives.

- President to charge System Office leaders with a Risk Management Assessment to assess gaps in capacity to achieve Strategic Plan objectives. Key outcomes will include (1) a plan to maximize current resources and internal collaboration to improve performance; and (2) the development of a capital expenditure strategy that identifies areas for investment and for disinvestment.
- President will explore realignment of the System Office organizational design to maximize the System Office's effectiveness in achieving the Strategic Plan. An assessment of the organizational design also should identify needed adjustments to roles and functions that cascade from any realignment of the Senior Team's scope.
- President should advance progress and innovation in the System's information technology platform and information solutions infrastructure, within the context of the funding level provided in the 2023-2024 State Budget. President to work with Senior Staff to identify additional areas of needed additional investment.

Metrics/ Deliverables:

1. Based on assessments listed above, the President will lead Senior Team discussion of organizational inefficiencies or lack of capacity that are currently hindering execution of the Strategic Plan deliverables.
2. Provide a gap analysis report to the State Board with one-year and longer-term recommendations for mitigating and addressing identified gaps. (February 2024)
3. Develop a list of services provided by System Office Staff and evaluate service alignment with job descriptions and duties.
4. Utilize annual performance review and goals setting process (NCVIP) to ensure that all employees have appropriate job and agencies goals and updated job descriptions.
5. Make a year-end report to the State Board on organizational efficiency/effectiveness efforts, progress of critical IT projects, a plan to maximize current resources and internal collaboration to improve performance, and the development of a capital expenditure strategy that identifies areas for investment and for disinvestment. (June 2024)

C. Culture and Engagement:

- Conduct a climate survey to establish a new baseline assessment of employee engagement, trust, and satisfaction.

- President to lead development of initiatives designed to support innovation, collaboration, and leadership facility in navigating a complex, matrixed environment.

Metrics / Deliverables:

1. Report to the Board on System Office work satisfaction as indicated by overall survey results. (October 2024)
2. "The retention rate for NCCC System Office personnel should be above the average of other state agencies, and the number of unfilled NCCC System Office positions should be below the average of other state agencies. "

**III. Engage Crucial Constituencies**

Build an engagement strategy that promotes productive, positive relationships with the System's many engaged stakeholders and partners. Key stakeholders include:

- NC General Assembly and Governor
- Partner agencies in Education, Commerce, Workforce Development
- NCCC System Board
- NCCC Presidents' Association
- NCCC Trustees Association
- NCCC Foundation
- N4CSG Board
- JM Belk Endowment
- The Belk Center
- Business and corporate community

Metrics/Deliverables:

1. President will arrange meetings with each constituent by January 2024.
2. "Work with NCCC Senior Administrators, the President's Association, the State Board Legislative Liaison Committee, and other constituencies as needed to formulate a strategic engagement plan for the 2024 Short Legislative Session. Then report that plan to the State Board. (February 2024)"
3. Determine specific needs from each entity to support strategic plan and agency goals. (March 2024)
4. Comprehensive Quarterly report to the State Board, Board Chair conversations, Monthly President's report to SBCC meeting and president's association meetings. (Done monthly. Final report May 2024)

**IV. Facilitate Marketing, Branding and Communications Initiative**

Oversee the continued development and execution of a comprehensive, statewide and national communications, marketing and branding plan that:

- effectively proclaims the strengths and importance of the NCCC System,

- facilitates improvement in communication plans at our 58 colleges,
- ensures tailored outreach to key constituencies such as prospective students at all levels, the business community, and the NC public at large.

Metrics / Deliverables:

1. Measure awareness of Community College's ROI. (May 2024)
2. Measure website usage. (May 2024)
3. Report on website changes and user engagement to the State Board. (May 2024)